Resume Rewrite Transcripts

These transcripts accompany the video Resume-3.Rewritesvideo.mov and are intended to be used as a reference AFTER watching the videos to locate a particular topic you want to go back to review.

These transcripts are NOT an alternative to the videos and by themselves are not that useful. The real value comes from noticing which questions I ask the candidate as I reference a SPECIFIC line in their resume and viewing (on the video) how I am re-phrasing that line. Often I do not verbally state the rewritten line as it's assumed you can see it on screen.

The value is in noticing 1) what I rewrote, and 2) why I rewrote it, and 3) how I rewrote it. The videos cover all of this, the transcript only a small portion.

Resume Rewrite

Candidate 109 Interview Transcript

- **Undergraduate (Interns)**

Victor: In this session we'll be talking about rewriting a resume for Candidate 109. This candidate is currently a junior at Columbia University in the process of recruiting for internships or perhaps just finishing that process and heading into the next school year, will be recruiting for full time. So that gives you a little bit of context.

In this particular case, we're going to score this resume using the scoring sheet I've been using. This scoring criteria is essentially sort of an approximation of how the major firms typically evaluate resumes.

So we're going to go through your current resume using this criteria and then we'll try tease out and bring out more of the things that the consulting firms are looking for and making sure it's included in the revised version.

Does that sound like a plan?

Candidate: Yes that sounds good.

Victor: Cool. First thing is each of these criteria has sort of a point value. Again, this is not exactly how the firms do it but the results of this process will probably be 80% correlated to what you will see at the major firms. It is sort of my best guess.

So the first thing we're looking for is did you go to a good school? Columbia is in the Ivy so that certainly qualifies and so you get 1 point for that. Next we're looking for good academic performance at that school. So a 3.8 GPA and anything above a 3.5 is considered favorable, so you get a point for that.

It's useful that you mentioned that you took some engineering classes. It shows when the quantitative rigorous hire you can still perform at an acceptable level.

So far you have 2 points. Then you have your SAT's in math in particular which, I think, a 770 is probably right around the 98th or 95th percentile, perhaps even above that, so you certainly qualify there.

00:02:00

So you're basically 3 for 3 points there and we're looking for, in the rest of your resume really is really leadership experiences, which can be through internships or through extracurricular and work experience, which again can be extracurricular or actual employment experiences. And in evaluating those, we're looking for candidates who have worked for organizations that are well known and I think you have a couple of those and we'll talk more about that in a second and especially those candidates who have accomplished something on the job. So there is the go get coffee for everyone kind of internship and then there is like accomplishing significant work. So the more you're on the significant work side the better off.

So that's want the criteria is and just because everyone writes their resumes differently I'm going to use my template over here on the right. Your template actually is pretty good so it will work just fine. But just for consistency sake and because I'm interviewing a lot of other folks, I'm going to put it all on the same template.

First thing that sort of stuck out, have you been at Columbia continuously for the last 3 years?

Candidate: Yes and I actually transferred from the Engineering School into Columbia College recently and I wasn't exactly sure how to put that on my resume so I just put both schools.

Victor: Okay. And is there a big distinction within Columbia between the various colleges within the university?

Candidate: Well the Engineering School only has engineering and applied science majors; whereas, Columbia College has 100 other majors.

Victor: Is there any reason why we just wouldn't put Columbia University overall?

00:03:57

Candidate: Okay when I transferred they changed my GPA and so it went to 0 and then it started over, so I have 2 separate GPA's right now and I didn't really want to list the 3.8 because that's only for 1 semester at this point.

Victor: Okay. It's the same scale right at both colleges?

Candidate: It's the same scale but there's a significant difference. Like a 3.5 in engineering is actually really good; whereas a 3.5 in Columbia College is like around average.

Victor: I see. I think I understand that, let's do it this way. Let's try it and this is kind of an unusual case. So Columbia College GPA 3.8; School of Engineering 3.55 and then we'll copy and paste the SAT. When you get a chance, if you can look up the percentile for the SAT either overall or just the math but they typically care more about the math but it's useful to list as well.

Candidate: How should that be listed?

Victor: Yeah let's say 95th this percentile or something like that or 95 percentile for quantitative or something like that. They'll know because people who screen undergraduate resumes will know it off the top of their head but it doesn't hurt to include it.

00:06:11

> Let's see so GPA and let's do it that way. So we have your GPA, your SAT and just add the percentile rank in there. And we split out the colleges and so this would be 2013 and you've been there from 2009 to 2011 great.

Candidate: Well it's 2012 now.

Victor: Sorry yes 2012 right, okay so we got that in there. So let's work on your experiences. I'm going to merge your extracurricular a little bit with your work experiences and I'm just going to call it experiences. So sometimes it makes sense to do that for undergrad resumes.

And Satovsky what do they do?

Candidate: They are actually an asset management firm in New York. I'm not sure why they call themselves asset management, so mostly they advise high net worth clients and their families on various…

Victor: What kind of assets do they have under management? Is that publicly known?

Candidate: I don't think so. They are very small and there are only 7 people working there.

Victor: So this would be…

Candidate: I know they have over 300 clients, which is pretty impressive considering how small they are but I'm not sure how many assets they have under management.

Victor: Okay so private wealth management services. So for a firm that's not well known, it's useful to put a descriptor next to it in parenthesis to describe what it is. If you're able to figure out the assets under management, like if you double check the website and they happen to put it there you want to put that. The number of employees doesn't sound as impressive for this case as much as the likely amount of assets under management that I suspect they probably have.

00:08:10

> Tell me what are the most significant things you did there?

Candidate: The majority of my responsibilities were just updating client information and putting together reports. Right before I left I started working on this project but it never got finished. We were trying to look at all the different stocks our clients had because a lot of our clients came in from other places and they brought their assets with them. We weren't sure why they owned certain stocks and we wanted to figure out whether it was worth it for them to continue owning them.

So we started analyzing that for a few clients. And I had to pull up all this information about the stocks and research them. We never got around to implementing anything but that was like the biggest thing I ever did there, I think.

Victor: Okay. So you did essentially taking a look at all the clients and then assembling all of their position holdings to be used as input for potentially recalibrating their investments. Is that fair?

Candidate: Right.

Victor: But that was started but sounds like it wasn't finished.

Candidate: Yeah it wasn't because it was the end of the summer and I had to go back to school.

Victor: Okay got it. Were there things done earlier in the summer that you did finish that were of any significance?

Candidate: Yes actually one of the things I did and it's not really related much to finance but we had to put together a how-to guide for some of our older clients to teach them how to use the system and the website. It had frequently asked questions and stuff like that.

Victor: Did you interact with any clients directly or was it essentially providing support for the folks that did?

00:10:05

Candidate: It was just support.

Victor: Tell me about the marketing materials. Give me some examples what those were like.

Candidate: One of the marketing materials I worked on a lot was a Quote Chart. It was and I don't really know how to describe it. It was like a chart showing all the different kinds of possible assets you could have and the return for it and how it changes over time. So clients could look at it and see…it was mostly to show the importance of long-term vs. short-term investments.

Victor: Okay and was that essentially organized as a visual version of a data table or was it interactive type tool?

Candidate: It wasn't interactive but it got updated regularly and I tweaked it a bit. They were already using it when I came in but I changed it around a little bit.

Victor: Okay I see. This first bullet you have around the basic models was that one of the things you mentioned earlier or is that something different?

Candidate: That's something different and it was part of the updating client information. When I was there we had a lot of new clients and they came in and didn't really know their cost basis for certain holdings, so I had to figure that out. Also, some of them wanted us to calculate expected annual income from bonds or something like that and that was my job.

Victor: Okay so let's go with that one first here. Developed fixed income forecasting models for…were these fixed income clients or were they mixed assets?

00:11:57

Candidate: Mixed asset based on risk tolerance all our clients had different holdings.

Victor: And the income forecasting was primarily from bond coupons and dividends?

Candidate: Yes.

Victor: Okay and were you forecasting capital appreciation or just income?

Candidate: Just the income.

Victor: Okay income forecasting model for clients with bond and dividends…is there a shorter name for that, I forget?

Candidate: I'm not sure.

Victor: I always forget the phrase. And that was in Excel right?

Candidate: Yeah.

Victor: Okay in Excel. With the forecasting model, how did you estimate the future income?

Candidate: For the bonds?

Victor: Yeah.

Candidate: Well we had all the information on which bonds they had and the maturity dates and the rates, etc. I didn't make up the model I just…

Victor: You were just tabulating?

Candidate: Yeah it was pretty simple.

00:14:00

Victor: Okay developed income projections and objections in Excel. Tell me again the project you started but didn't finish. It sounds interesting and it's too bad you didn't finish it but we'll go with what we have here. So you were pulling together all the various positions that the firm's clients held?

Candidate: Yes.

Victor: And then what was the intended purpose of that?

Candidate: A lot of our clients have really strange stocks that we didn't know why they were holding them. Some of them had told us to purchase it and some of their holdings were like passed down in a will or something like that. But then there were random ones that we just didn't know why they were there. So we wanted to exam those to see if it was worth holding onto or not.

Victor: Then once you had that list of the holdings, what would the next step been had you or someone else been able to continue that project?

Candidate: I didn't know a lot about researching stocks at that point. So what my boss had me do at first was just read a bunch of reports on different companies which took a while. I mean the most important thing I got out of it was just to learn about what makes a stock a good pick. So it's not just looking at the numbers, you have to look at it holistically like looking at the brand name as well and stuff like that.

Victor: Okay. Then did you start the process of researching these stocks? Did you make any recommendations or were you really just in the assembly process before the internship ended?

Candidate: Yeah we didn't get to implement anything. I made an initial presentation to my boss about stuff I had been working on but there is still so much more to do.

Victor: Okay. Then the analysis part was or was not started?

00:15:58

Candidate: It was started but there are just so many stocks, at first my boss was very unclear about what he wanted me to do. Like I thought he wanted me to look at all of them but that's too much to look at, at once. So then we started breaking it down by individual clients and having a test run.

Like one of our clients owned a lot of stocks and so we started with him and analyzing what he had and based on returns he got from these stocks if it was worth holding onto.

Victor: Then the process that was used to determine whether those stocks were worth holding onto, did your boss create the process and you executed it or did he or she say we have all these new clients, we have to find some way to assess their current situation and figure out a process? What happened in your case?

Candidate: I put together a table in Excel of key important data facts about each stock and that was like the initial thing we did.

Victor: Okay. I'm going to phrase it here and if it's overstating what you did let me know and we'll tone it down a bit. So new client intake process to evaluate previous investment positions and to determine if existing portfolios should be reallocated. Is that too much?

00:18:02

Candidate: I mean that makes sense but I'm not sure about the developed new client intake process.

Victor: How would you tone that down then?

Candidate: I'm not really sure. I feel that I didn't do that much for this project but at the same time it was one of the biggest things we started over the summer. I don't want to leave it out but I don't know…

Victor: Okay so there are 2 different ways to do it. You can talk about what you accomplished but the problem is your time there was pretty short, so you didn't finish it. So in some respects there wasn't that accomplishment. Then the other is if you can't cite the specific accomplishment, then you want to demonstrate a skill. The skills that are useful in consulting are certainly any kind of Excel skills, simply tabulations at one level of Excel. You started using anything more complicated than that, forecasting models, models with assumptions and not just computing historical data that is a more advanced use of Excel and that's useful to weave in there. If there's any kind of process design or process improvement of any sort whether it's in an work environment or extracurricular that's useful to put in there. If there were specific recommendations you made that your boss or clients actually took and whether it's around how the business should work or internal operations that's useful to put in there.

I think in this experience since it was relatively short there weren't a lot of concrete accomplishments. So I think we kind of need to skew more towards trying to prove you had certain skills that you used in a professional environment.

Candidate: Right and I feel it was very researched focused.

Victor: Okay and research around the stocks or in assembling…researching the clients or what they held?

Candidate: The stocks.

00:19:54

Victor: Okay preliminary, all right I'm going to take another shot at this and if I'm overstating and it's not true or has the wrong emphasis, again let me know.

                So perform preliminary equity research on equity positions held by wave of new clients to be used by…what was the title of your boss?

Candidate: He was the CEO of the company.

Victor: Okay…to determine if clients positions portfolios should be adjusted. How does this read in terms of accuracy?

Candidate: I think that sounds better.

Victor: Is it accurate, true and not exaggerating?

Candidate: Well it was preliminary research.

Victor: All right so emphasis on preliminary right, fair enough. So what we're looking for here is we got the phrase research in there and was it qualitative or quantitative research or both?

Candidate: Both.

Victor: Okay, so there is lots of qualitative research in consulting and lots of quantitative research in consulting too, so we're trying to weave that skill in there. Then on the marketing side, with the charts you developed there is an element of data visualization it sounds like. How did you create them? Was it with tools or standard templates that you used? Or did you have to come up with how you wanted to visualize it?

00:22:02

Candidate: It was with Microsoft Publisher.

Victor: Then did you like copy and paste Excel data in there and basically then formatted it? Is that how it works?

Candidate: Yeah.

Victor: Great. So produced…and this is asset class return on investment levels or what were you illustrating?

Candidate: Right that was it.

Victor: Okay, so produced graphs illustrating return on investment scenarios. Was it for different asset classes?

Candidate: Yes.

Victor: How does that sound?

Candidate: Hmm-hmm.

Victor: Okay. Anything else you did there that's not covered by these bullets?

Candidate: I don't know how important it is to mention that day to day I was just updating information in our system about whatever holdings the clients had.

Victor: Probably not that critical. Anything else that comes to mind?

Candidate: Not really.

Victor: Okay. So now Bank of America, why don't you tell me what you did there?

Candidate: It was very similar to what I did at Satovsky minus the quantitative stuff because it was the summer after my freshman year of college and I didn't really know anything.

00:24:00

Victor: Okay. Did you cold call?

Candidate: Yeah a lot.

Victor: Any good at it?

Candidate: It was very nerve wracking at first and I learned what rejection feels like. But after a while I got used to it.

Victor: How many cold calls did you make?

Candidate: Maybe around 10 a day because we had a list we had to go through.

Victor: How many in the summer?

Candidate: I worked their around 2 months.

Victor: So around 400 calls?

Candidate: That seems like a lot.

Victor: 300?

Candidate: Yeah probably around 300.

Victor: Who were you calling? What kind of lists were they?

Candidate: It was a list of I think tax attorneys and also brokers because financial advisors work a lot with them so it's a good way to get connections.

Victor: So this was to build relationships with potential partners?

Candidate: Right, well my supervisor wanted a way to get new clients and he thought a good way to get clients was to get recommendations from their brokers and stuff like that.

Victor: Okay got it. Did you design the campaign or your boss created it and you executed it?

Candidate: We put together a list of people in the area and then I did the cold calls. We like wrote up a script and then if the person showed any interest I would hand it off to my supervisor and he would take it from there.

Victor: Who wrote the script?

00:26:00

Candidate: We both wrote it.

Victor: Who decided what kinds of names should be on the list?

Candidate: We had a book of…it was like a Yellow Pages but not really. I had to go through it and filter out whoever didn't live there.

Victor: Okay, so assemble lists of high potential referral partners, 300 plus cold calls to
              potential referral partners to establish relationships with…does the firm go by B
              of A or by Merrill Lynch?

Candidate: Within my office they went by Merrill Lynch but that was only because they were
              a Merrill Lynch office before and it's probably out of habit.

Victor: Okay good. Should I say Merrill Lynch or…I mean Merrill Lynch has the better
              name for brokers anyway. I want to make sure it's whatever they tend to use.

Candidate: I think technically the name is Bank of America Merrill Lynch. It's really long.
Victor: Okay "with firm" how about that, there we go. Did the campaign work at all?

Candidate: I know that my financial advisor was talking to a few people after I had left but I
              don't think it ever came to fruition because I mean it's really hard to get anything
              from cold calls.

Victor: Yes it is. How many leads were generated from that process? How many
              conversations did your boss have from the cold calling?

Candidate: I would say a handful but I'm not really sure.

00:27:59

Victor: Okay. Tell me more about the market research was that building the list or was
              that something different?

Candidate: I had to research a few companies that were starting up in our area and would
              need advising in the future. That was just basic internet research and they were
              small businesses.

Victor: Performed research on prospective small or new business clients for purpose of
              marketing to them, it's a little wordy but you can tone it down a bit later. How
              does this read? Is there anything else that's significant that we haven't put in
              there?

Candidate: I think that sounds good considering that it was one of those BS internships where
              you don't do a lot.

Victor: Okay cool. I did the same internship and so I feel for you and at Merrill Lynch no
              less too and cold calling incidentally. So let's talk about some of this
              extracurricular stuff.

Engineers without Borders, Secured Fundraising and Grant Database and so of the 2 different things you worked on, which had a bigger impact? Did you have a bigger impact on the organization?

Candidate: Well that depends. The way our organization is structured is that we are one entire Chapter within Columbia and we have 3 different programs. So I was on the Morocco Program and then within the program we had multiple projects.

00:29:59

So the programs are the ones who do the actual work and the Executive Board, which is what I was Funding Chair for oversees all 3 programs. Actually I didn't update my resume yet but I'm currently co-President of it.

Victor: Okay I'll add that in there. Let me put it in and of the 2 experiences which did you have the more impressive accomplishments?

Candidate: I really can't say because I feel like they're both important.

Victor: Okay then we'll use it. Are you still active in both roles? It looks like this one the funding ended and now you're doing the Morocco thing.

Candidate: Right well people who are not the Executive Board continue to work within the programs, it's a requirement.

Victor: Okay, but the funding portion it sounds like that role stopped.

Candidate: Yeah it was only for one year.

Victor: Okay and this is ongoing, the Morocco?

Candidate: Yeah.

Victor: So in the reverse chronological order of putting the most recent experiences first, since the Morocco one is still active, I'm inclined to put it first unless there is a strong reason why that wouldn't be a good idea.

Candidate: I think that's fine.

Victor: Okay. What did you do for the Morocco Program? Do you have a title or role at least?

Candidate: Initially I was one of the founding members and so I was involved in applying for us to become a new program, reaching out to potential NGO's, doing research on

the area and putting together reports so we could get approved and start working on our project.

00:32:01

I didn't have an official title during that time but I was the travel team leader for our first trip in the summer of 2011. I suppose that's a title.

Victor: Okay and when you said founder you were the founder of the Morocco Program within this organization?

Candidate: Yeah.

Victor: Okay I see.

Candidate: We're actually the first program in Morocco within the entire Engineers without Borders national organization.

Victor: Cool okay and this is a good leadership experience so let's tease this out. When you got approval for the program what did you have to do to do that?

Candidate: We have to submit a report to our national organization detailing our plan to know what project we're planning on doing. So we have to have all our research done by the time we do that.

Victor: What kind of research was involved in that?

Candidate: Partners that we're working with and we were working with the Peace Corps and with the local government committee that the community has. We also had to research the culture; we had to do initial research on our bridge project to see if it was feasible monetarily for us to use local materials. It was really hard to do the research because we had never traveled there before and so we were just relying on our Peace Corps contact to tell us all the information we needed to know.

Most of the technical research was based off pictures, which is not really that useful.

Victor: And did you end up going yourself?

Candidate: Yes I went in July of 2011.

00:34:01

Victor: How was it?

Candidate: It was amazing and one of the best experiences of my life.

Victor: Cool. It's a very different place is what I remember. I can't think of anything in the US that's even close to that.

              Okay so let's see…to serve as founder of the new initiative to…so when you're there in Morocco what do you guys do?

Candidate: When I went it was an assessment trip and so the most important thing was to establish a relationship with the community. EWB projects are required to be in the community for at least 5 years and so it's really important that you have a good relationship and people want you to work there and want to help you. It is really not us going in there and building a bridge; it's us partnering with the community to build the bridge.

Victor: Okay.

Candidate: Then we did initial data collection on the span of the river, height, flow rate and stuff like that.

Victor: Okay interesting. So that's not really a Chapter that would be in Morocco but it would be more like a presence or a project? What would you call it?

Candidate: I'm sorry I don't understand your question.

Victor: In terms of the group's presence in Morocco was it solely for building a bridge or just to build sort of a community presence? I'm trying to put a name on what you guys did while you were actually in Morocco.

00:35:58

Candidate: Right well we didn't actually build a bridge that we're implementing this summer. But the bridge is just our first project. The most important thing was to meet all the members of the community and say why we were here and answer their questions and stuff like that.

Victor: Okay to design, engineer and build infrastructure, e.g. bridges, okay and so that's a little more and I'll tone it down in a second in case you're worried.

Candidate: Would it be okay to put co-founder?

Victor: Sure.

Candidate: Because right now it sounds like I founded it myself.

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Victor: Yeah that's fine…of multi-year project, performed, developed and can we say developed a business plan, would that be reasonable to say?

Candidate: Yeah I think so.

Victor: Okay helped to plan for Phase 1 of project, including…did you talk to local government members in part of the research?

Candidate: We talked to them through our Peace Corps contact. They were aware we wanted to do this but the community is very rural and the government is very informal.

Victor: Okay so the person from the Peace Corps was the one sort of talking to the folks on the ground.

Candidate: Right and we also did put together a preliminary budget if that helps.

00:37:55

Victor: Yes it does definitely. So including preliminary budget, establishing relationships with local Peace Corps Chapter and government, performed feasibility analysis and developed preliminary budgets.

                 How many people actually went over there?

Candidate: There were 5 students and 1 professional engineer.

Victor: So led team of 5 students and engineer. Were you like trip captain kind of thing?

Candidate: Yeah kind of I was in charge of all the logistics and also I had the final say in any decision and if there was a conflict I would have to solve it.

00:40:00

Victor: Okay. Once you got there who decided what to do and when outside of logistics but actual engineering?

Candidate: We put together a plan beforehand and before we get approved to travel we have to put together an extensive report that's over 100 pages long.

Victor: Wow okay!

Candidate: We had everything planned out.

Victor: Then who wrote that plan, the work plan?

Candidate: We all wrote it, so we had to have a daily schedule; we put together a health and safety report for every situation…

Victor: Okay so including project schedule, engineering deliverables, feasibility logistics coordination with local Peace Corps and securing approvals from local government officials. Is that accurate?

Candidate: Yeah.

Victor: All right so we did the budget, did the feasibility okay.

Candidate: You can call it Engineers without Borders – USA it's the actual name.

Victor: Okay perfect. Anything else we need to cover for this particular experience?

00:42:08

Candidate: I don't think so because we're mostly in our assessing phase and haven't implemented yet.

Victor: Okay. You might want to cut out a couple of words here in terms of shortening it up. Let's make a copy of this. So this is basically all of 2011 right?

Candidate: Yes.

Victor: Are these corporate sponsors?

Candidate   Yes and some of the companies are listed there.

Victor: What is ASCE?

Candidate: American Society of Civil Engineers and it's not a company but they give away a lot of money.

Victor: What is CDM?

Candidate: It is an engineering consulting firm.

Victor: Will people typically recognize those acronyms?

Candidate: Maybe not CDM but ASCE I think so.

00:44:10

Victor: It's a little long and we might chop off CDM if we need space, so just keep that in mind. So the sponsorships are different than the grants right?

Candidate: Yes.

Victor: What was the dollar amount of grants secured?

Candidate: Each of our programs applies for a grant separately and the database was to help organize the grants we apply to. So we have a physical list as opposed to having to search every year for the same ones.

Victor: So you created the database to know which grant sources to use for each calendar year.

Candidate: Right and it's on the website right now.

Victor: Then for the campaigns…it looks like you got funding from the Gates Foundation, Boeing and the EPA. What was your role in securing those grants?

Candidate: As the Funding Chair of the Chapter I was in charge of the individual program funding chairs. I helped to write grants for the Morocco Program but not the other 2 programs because I don't know a lot about their projects. I was sort of in charge of organizing those efforts and making sure people were on schedule and actually filling it out and then following up with those grants to submit reports to the organizations.

Victor: Were there project level funding chairs and did they report to you or did you work together? What was the relationship?

Candidate: We had meetings every once in a while but mostly they worked separately and reported back to me what they were doing.

Victor: Is it too much to say you were in charge or more like they were peers?

00:46:02

Candidate: I was supervising them I guess.

Victor: Can I say you led a team of, led a 5 person fundraising and I'm making stuff up here so make sure it's true.

Candidate: A 3 person…

Victor: A 3 person okay, led a 3 person fundraising team that wrote grant proposals and secured funding from the Gates Foundation, Boeing and EPA meaning like the Environmental Protection Agency?

Candidate: Yes.

Victor: What was the dollar amount of amount raised?

Candidate: It varies by program and right now…

Victor: What's the total?

Candidate: Our Morocco Program currently has $10,000 or closer to $15,000 and our Uganda Program has like $80,000 and so there are huge discrepancies.

Victor: When you were in charge of all the fundraising, it sounds like, what was the total amount of incremental funding raised when you were "in charge"?

Candidate: I would have to check I don't really know a number off the top of my head.

00:47:55

Victor: Okay you can fill that in. What we're doing here is and let me go back to my criteria. One of the ways we evaluate work experience and extracurricular experiences is whether you got something concrete accomplished. So I've been doing resumes for people with PhD's, medical degrees, MBA's or 7 years work experience and that kind of thing. In those resumes, whenever possible, we try to mention concrete numbers. So increased sales by $4 million and that kind of thing.

                 Here when you clearly have a role where it's very measurable and in this case it's by dollars, it's useful to state those amounts because then it creates more credibility around the activities you did.

                 So one of the things we look for, particularly in resumes of a more experienced candidate is like did you get anything important done. Can you prove it? Rather than you were busy for 4 years, did you actually accomplish anything?

                 Here you accomplished some things and my sense is and this is something that's worth discussing, perhaps you didn't write the proposals directly but you "supervised" and as long as that's true and we state it that way, it's okay to take credit for it. It's useful to say you got results through other people because that's a skill.

So there is I raised "x" amount of dollars and that's one skill. Then I led a team of people who got even more dollars and through your leadership, guidance and coaching assuming that actually happened. So there is a reason to emphasize that again if it's factually supported.

Does that make sense?

Candidate: Yes.

Victor: Okay. I would fill in this amount once you can look it up because I think that will add some legitimacy to this. The big brand names of these organizations is impressive and so that's a positive experience as well. And I'm going to scratch the local business ones because they're not nearly as impressive as the other ones. Then Morocco…so the bridge you were planning on building is it a foot bridge?

00:50:08

Candidate: Yeah it's a suspension foot bridge.

Victor: Okay pretty cool. Okay served as country team leader and anything else we need to cover from Morocco?

Candidate: No I think that's it.

Victor: We're still under Columbia, let's see…

Candidate: So the Office of Residential Programs is an office within Columbia but Office of Engineers without Borders is a student organization and I don't know if I would lump it together as everything within Columbia.

00:51:47

Victor: Yeah that's a little different. You can probably lump it together but I would have to reorganize it a bit to pull it off. For now let's split it apart and if we need space I'll merge it because it takes up an extra line to split it up. So if you were to merge it you would put Engineers without Borders on this line and on this line. Then that way you could put Office of Residential…the next job title – the Office of Residential Programs and that would be the way you would do it if we needed to.

But I like Engineers without Borders so it's helpful to have it be on that line and having it be bolded, it stands out better. So we have the space we'll try to leave that in.

Candidate: Also, I feel we're more as a Chapter within Engineers without Borders than a student organization within Columbia. We're really very different from other clubs on campus.

Victor: Say that again.

Candidate: To me, it makes more sense to say we're a student Chapter within Engineers without Borders –USA than a student organization within Columbia.

Victor: Oh I see okay. So we shouldn't write Columbia, we should write Engineers without Borders as the organization name, is that what you're saying?

Candidate: Yeah.

Victor: Okay that works for me.

Candidate: That makes more sense to me.

Victor: Okay that's cool because it's a cool name. Does that work?

Candidate: Yes.

Victor: So you're an RA basically?

Candidate: Yes.

Victor: That's always fun. Freshmen?

Candidate: Upperclassmen.

Victor: Okay that's an interesting job. Supervise students and…conflict resolutions oh that's a good one down here. Serve as conflict mediator and resolving student disputes is that right?

00:54:00

Candidate: Yeah so things like roommate conflicts is the biggest one.

Victor: All right. Study breaks isn't that critical. Monthly events, how big were the events?

Candidate: The events as opposed to floor wide they were building or area wide, so may like 50 people as opposed to 10.

Victor: Were they complicated events to put together or not really?

Candidate: Not really and one of the more recent ones I had was I organized an open forum with the Engineering Student Council to help students come forward and list their grievances and have suggestions for improvements, etc.

Victor: So I'm going to leave that out and if it's a very complicated event then it's useful to put in there because then you can demonstrate planning skills. As I'm reading these other bullets.

00:56:01

I'll tell you what I'm seeing. I am seeing people skills here, corralling students is not easy so more people skills, conflict resolution is a big one because it requires a level of empathy which is very useful in consulting. Here under Chapter Funding I'm seeing bottom line results particularly once you put the numbers in. I'm seeing well known organizations which adds credibility to everything you're doing. Engineers without Borders, I might have actually not heard of it but it's like Doctors without Borders right?

Candidate: Kind of.

Victor: So there is a vague sense of familiarity and it sounds cool, so it has a little bit of a coolness factor. Then it sounds like you're breaking new ground in that organization which is great. We took planning skills and converted it to business planning skills to show some research with financial analysis. Again, these are all skills that are transferrable.

That is the big thing here, writing your bullet points in a way that conveys the transferability of the skill. So sometimes people write like every little thing they did in a particular company, everything that was hard to do they write down. You always want to filter that with not just what you did, which is more of like a history of your work experiences.

A resume really shouldn't be a history of your work experiences, it should be a marketing document that highlights the skills you've demonstrated in the past that are transferable to the new position that you're applying for. So one thing we want to do is have a different resume for every industry you're applying to because often times they will look for different things.

Candidate: Okay.

Victor: Here we have bottom line results, business planning, feasibility analysis, being a student leader of small groups as well as large, willingness to make cold calls which is a different kind of interpersonal skills and even some light Excel work here and then some good decent GPA numbers. So it looks pretty good.

Let's work through the rest of this here and…

00:58:03

Candidate: One thing I was never really sure how to put on my resume for my RA stuff is we're required to go on rounds when we're on duty and see if anything is going on and break up parties, etc. But I never knew how to market that as a useful skill.

Victor: So you played cop right?

Candidate: Yeah basically.

Victor: I'm not seeing it off the top of my head how that fits in. Of the things you've mentioned, the number of students responsible for that's interesting and the big one is just the conflict resolution because there is an element of diplomacy that involves because you have to hear both sides and if you take sides early then people get pissed off and that happens a lot with clients in trying to stick yourself in the middle of 2 clients sometimes and so I think that's probably more important than you played cop. I'm inclined to leave that out for now.

    So the Russian International organization what is it and what did you do there? Does anything you did there is it covered in the things we've already mentioned?

Candidate: It's also a club on campus and I was Treasurer. I think it's pretty much covered under the EWB stuff.

Victor: Should we take it out?

Candidate: Yeah I mean if you think it's not necessary.

01:00:05

Victor: Where are you applying for a job, in the US or would you do something international?

Candidate: The US.

Victor: If you were applying in Russia it would be useful to put that in there to show some history of interest.

Candidate: I'd like to work internationally but I want to be based in a European office.

Victor: Let's leave it there for a second and finish up the other stuff and see what space we have. If we need to cut I'd cut there and if we have room we can leave it. I'll see how things look.

So cool you're fluent in Russian that's pretty cool. All from classes in college or did you have personal experience speaking outside of school?

Candidate: No I'm actually from Kazakhstan.

Victor: You are? Okay I didn't realize that, all I know is you're Candidate 109. Okay technical skills I'd leave out as it's sort of assumed. What is this last one here STETA?

Candidate: It is a software for doing statistical analysis.

Victor: What have you done with that package?

Candidate: We learned how to do it through one of our classes for econo-metrics and actually my TA worked at McKinsey and she told us that she was the only one who knew how to use it in her office and it was pretty useful and so that's why I put it down.

Victor: Okay so we'll do skills, Microsoft Office, STATA and which tools in that did you use?

Candidate: So mostly it was just regression analysis and a bit of forecasting but the very basic stuff.

01:02:03

Victor: Okay. The Russian International Organization was that a part, it's a club right within the university?

Candidate: Right.

01:04:25

Victor: So let's do that and we'll do Treasurer of Russian International Organization and so tell me more what you did there.

Candidate: I think that sentence pretty much summarizes it.

Victor: When you say overseas financial statements and documents are you just looking at bank statements?

Candidate: Statements that we get from our university about our accounts.

Victor: So all the banking is done through the university?

Candidate: Yeah.

Victor: Okay that makes sense and leave it as is, it's good enough. Let's look at your other one and do a before and after comparison here. I would say education is pretty similar and not much of a difference there.

              I think on the Morocco stuff we sort of teased out a little more of the leadership. I think the internship ones are pretty similar. I think the big differences are really…a lot more leadership and people skills that are pulled out in the extracurricular ones. And again interpersonal skills here of being an RA and what not.

01:06:00

              Okay so we got the Ivy, the GPA is fine, the SAT is fine, leadership and people skills I would say yes from the extracurricular I can see that and on the internships probably less so. Then in terms of the collective work experiences and extracurricular, you're a junior so I'm trying to think…all right for a junior it's decent.

              One of the challenges in looking for internships in junior year in consulting is that…first of all there are fewer positions and the bar is usually pretty high. As an example, I didn't get a single interview for a consulting firm my junior year. I got interviews with literally every firm my senior year with just a difference of a year. And so that's just something to keep in mind.

              But I would say this looks pretty solid. I know you have summer internship plans already, not in consulting. Is it with a well known organization by chance?

Candidate: It's a Japanese bank called Namora.

Victor: Sure okay of course. Is it also wealth management stuff or different stuff?

Candidate: No it's actually sales and trading.

Victor: Oh good okay. So the concern I would have, which I don't have any more, you sort of get a little bit pigeon holed because you have 2 internships that are essentially doing largely the same thing, asset management.

Candidate: Yeah.

01:07:51

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Candidate # 109

Victor: So you're still in finance, which I think is fine but you're doing a different facet of it, which I think is good and sort of shows a different side. When you write up those bullet points after the end of summer you want to try and tease out things you did that aren't already reflected here and especially anything that would be…if there is anything super quantitative because your quantitative stuff really is in class work and extracurricular and less so in terms of your work experiences. So if there is any chance in doing anything really quantitative that's a good opportunity to try and get yourself to do over the summer.

               If there is any kind of client contact that's always useful but I don't know how that works in that field. I think here other than cold calling you really didn't have that much client contact it sounds right. Is that right in your internships?

Candidate: Yeah.

Victor: So if you can get some of that that's beneficial. Sometimes you may not have a choice but I'm trying to point out if you have a choice things you want to try and angle yourself towards that would be helpful on the resume that you would write in say half a year from now.

Candidate: So after this summer I maybe would take out the B of A experience because I don't know if I want to put in my sales and trading internship I wouldn't have enough room right?

Victor: Yeah I would…well you have a couple of lines at the bottom now and that's just blank space. I would probably drop the Treasurer one. I think you ought to keep the Merrill Lynch in there because it's a recognizable name, so I would leave it in although you didn't do much there. But if you put Namora on there and you have B of A and Merrill Lynch and then some extracurricular activities it helps. It beefs you up. I think if you take out Merrill Lynch then you only have one strong name on there, Namora and I'm familiar with them but not everyone is. I think the Merrill Lynch would help and it shows more of a pattern of well known companies that are trusting you to do increasingly more complicated levels of work, which I think is a good trajectory. So I think that sets you up pretty reasonably for next year after summer is over.

01:10:12

               Any general or specific questions or did we miss anything you want to talk about in terms of adding in or any other changes you want to consider?

Candidate: I don't think so. Would it be too much if under Engineers without Borders also put down co-President and listed some of the things I do right now?

Victor: Yeah that's perfectly fine. If you're short on space, let's see, how long have you been co-President?

Candidate: Since January so not that long.

Victor: So this would be January 2012 to current. You're still part of the Morocco thing right?

Candidate: Yes.

Victor: What have you done since…keep in mind, this resume you won't really use until a bit later on so what would you have likely accomplished by a few months out?

Candidate: One major thing we're working on right now is trying to get our Financial Aid office to cover travel because that is typically our biggest expense. It's around $1,600 to go to Africa and it's something that isn't covered by our grants. So we're trying to work with the Dean of our school to have them give money towards that. It's looking good but not confirmed yet.

Victor: Okay shall I put it in or will I jinx it?

Candidate: I don't know. I might try and put it in later because I don't feel I have enough material right now.

01:11:52

Victor: So I'll put a placeholder there for you and you'll add some bullets. Generally, you're going to add in more bullets for that, you're going to have your Namora experience and so you'll need about another inch. I would definitely toss this out at that point. You might try to merge these 2 bullets on the one line. Some bullets that wrap, oh not too bad, and so you try to find more ways to be concise and merge things essentially and basically squeeze it all in and drop things that are less critical.

Any other questions?

Candidate: Would you say at this point that my resume would get me interviews at consulting companies?

Victor: It's a good shot yeah. It would depend a little bit on what you did at Namora. If you got an outstanding internship yeah and actually finished projects and it had some sort of benefit to the organization then yeah I think you would.

You might want to…like I think your international stuff is interesting but it's a little buried…

Candidate: Because it's below all my other experiences?

Victor: Yeah and that you're fluent in Russian, you like to go to Africa and it paints a certain picture that is sort of a more multi-national person. My only hesitation is it is a little buried and it is interesting.

01:14:00

And with consulting firms, the easiest decisions to make when screening resumes are those that are clearly not qualified and those are easy. Then those that are incredibly qualified those are easy. The problem is the hard part for a screener is there are a fair amount right in the middle and so what distinguishes you and there will be other students and candidates who come from Ivy schools and studying economics and decent grades and some current and former engineers. So this would qualify you sort of intellectually.

But the fact that you're very multi-national is different and if there is a way to tease that out I think it's very useful. You definitely want to consider doing that in your cover letter. Otherwise, you're just a number and in this case your Candidate #109 but as I talk to you I can see you're very interested in some international stuff. It paints a different picture of you and there is more depth to your persona.

One of the interesting things that I try to always gauge myself on is when I read a resume, do I really want to meet this person just because they seem really interesting? So they have to be qualified but plenty of people are qualified. But if they are interesting and kind of unusual then it is intriguing. So we tend to like to meet people who are intriguing.

For example, if someone had an Olympic Gold Medal and maybe their SAT was a little off, I'm interviewing the person. And maybe they are wasting my time but it is interesting because that's not easy to do.

I think with you your distinguishing characteristic is the international stuff. Frankly, there are a lot of people who work in banking in financial services particularly from the East Coast schools and so that doesn't really set you apart that much. Then these 2 experiences in particular, the Merrill is good and has a good name and it was your freshman year summer essentially and so you're pretty young but you didn't get that much done.

01:16:09

So I would be looking for some serious accomplishments at Namora and that, I think, would push you over the edge. If it was sort of not doing very much, then I

think that hurts you. But I think then the international stuff is interesting and I think that's where all your leadership stuff comes out too.

Candidate: Yeah I definitely can say most of what I learned at Columbia was at Engineers without Borders.

Victor: It's interesting and I'm not surprised in the slightest actually. I think you do want to keep some of this stuff in there. I would drop this and probably shorten up B of A. It's useful to get the name in there and I probably shorten this up particularly if you had some good things to talk about at Namora. But the name is just to catch their attention and then they realize okay you're just cold calling. It's cool you pulled it off and got an internship particularly so young and as long as that gets enough attention for them to read the whole resume more carefully hopefully they will notice the leadership stuff down here.

And I would tease this stuff out and in your cover letter I would name drop Merrill Lynch and Namora and certainly your numerical scores and then I would talk about all the stuff you're doing in Africa, which is kind of different in that…and I would emphasize that you have interest in Africa but you're also fluent in Russian and you live in the US but…were you born in Kakastan (Sp?)?

Candidate: Yeah and moved here when I was 5.

Victor: Okay so that is different. You're a 3 continent person and there aren't a lot of people like that particularly at your age and so that just adds color to your background and makes you more interesting.

01:17:58

Candidate: Okay. I got a few interviews this year but from smaller consulting companies. We'll see.

Victor: Okay and good luck on the internship and good luck next year when you add in the additional experiences.

Candidate: Great and thank you so much.

Victor: You're quite welcome and take care.

Resume Rewrite

Candidate 204 Interview Transcript

- **Undegraduates**
- **Non-MBA Masters**

Victor: Hi in this session we'll be going through and rewriting the resume for Candidate 204, nice and anonymous here. Here we have essentially someone who is graduating shortly with a Masters from Cornell, so one of the Ivy's and has a number of experiences in various manufacturing type companies.

First off, to kick of the process for this kind of candidate we're looking for a certain set of criteria. What I've done is I've outlined sort of my estimate of what the various resume readers from various types of firms are looking for. What we're going to do is essentially score the resume as it is currently, as well as, using this criteria to guide our decisions for rewriting the resume to bring out certain points.

I'm going to highlight this section here in yellow and we're going to use the McKinsey BCG and Bain Standard, irrespective of where you end up applying that's sort of the standard we use, at least in this process.

Essentially we score the resume up to about 5 points or so for the typical resume and again this is just an approximation that, I think, is pretty highly correlated with how the various firms screen their resumes. But this is probably not the exact process.

First thing companies are looking for in full time hires with a non-MBA type Master's degree is they're looking at the caliber of school that the candidate is applying from. So Cornell clearly is in the Ivy's and in sort of the Top 20 universities in the United States. So that is a favorable indicator, so here I would grade your current resume with 1 point.

The second thing we're looking for is did this candidate do well at the top university? So the first thing I'm noticing on your resume is you don't include a GPA underneath Cornell and was wondering what that GPA was?

00:02:07

Candidate: So that was an omission and the GPA is 3.7 out of 4.0.

Victor: Perfect. You definitely want to include that because that speaks favorably on your old version. If it's not there the assumption is its low, so 2.0. So if you don't put anything, we think its 2.0 and we sort of generally toss it out unless everything else is phenomenal, in which case we might bother to have an assistant make a phone call or send you an email to go ask you for that information.

So for the benefit of others who will be listening to this if a GPA is low you can't hide it. You either get rejected or they're going to ask you anyway. So sometimes

people like to hide the ones they don't like but it will come out eventually or worse you'll just get rejected outright.

So certainly if you have a high GPA, anything above 3.5 I would consider that reasonably high, you definitely want to include it.

Next thing, here we have 2 points so far and the next thing we're looking for is some level of standardized quantitative assessment. I see here under Purdue you have your GRE scores. The one that we're looking for most is the quantitative and so we have an 800 and that's great. Essentially, we have 3 points so far.

Then we get into leadership or people skills and work experience, which is essentially 1 point each. We're going to go through that in detail in a moment. What I'm doing on the left is this is the original version and the template I like to use over here on the right.

The main benefit of a template, I should say, is mostly for space savings. So it's more a matter of getting all the information onto the page in a way that is still easy to read. And whether your information happens to be in format or another really doesn't matter. Probably the only important thing is that the education up here at the top, consulting firms in particular, are very sensitive to that and like to see the universities first.

00:04:18

So here what I've done and the reason I use this template is so I can put certain things in different places and I usually save about an inch of space. So for a resume that has a lot of information it's useful to do that. So I'm going to copy things over and as I do I'm going to ask you questions and we'll go from there.

The first question, on your current degree the Master of Engineering is that an MS or literally a Masters of Engineering?

Candidate: It's Masters of Engineering.

Victor: All right and the GPA is 3.7 out of 4.0. The Six Sigma Black Belt certificate, tell me more on what was involved in getting that. Was it directly affiliated with the school or is this something you've done on the side?

Candidate: It is affiliated with one of the classes I took at Cornell, in which I had to obtain after completing a black belt project. So they have this class called Six Sigma and after finishing this project and if we obtain above a certain level of grade and also after approval of the professor we can get this certificate.

00:06:23

Victor: Okay great. Then you were at Purdue. Also a couple of things, sometimes things like College of Engineering if it's generally applied by the degree then I'll typically leave it out because it is a little bit redundant, so we're trying to improve a cleaner look. Some universities will have multiple colleges within them and in some cases some colleges are more prestigious and selective. So Oxford, for example, I believe Columbia and in those cases it is useful to designate the college. Is there only one College of Engineering? Do you only get these degrees from those particular schools within those universities?

Candidate: Yes, so I think you're right and it may be a bit redundant.

Victor: Okay. So in Purdue that was a Bachelor of Science?

Candidate: Yes.

Victor: And for degrees if we can abbreviate the common ones I'll usually do that because it just saves a little space. That was 2010 and so you were there for 4 years?

00:08:03

Candidate: Yes.

Victor: Okay so from 2007 right?

Candidate: Yes, no 2006.

Victor: Okay and the scholarship you received, can you tell me more about the Caterpillar Scholarship?

Candidate: The Caterpillar Scholarship was a scholarship that is given to the students who demonstrate leadership and good academic performance. I received that in 2008.

Victor: How many people were eligible for the scholarship and applied?

Candidate: I think 5 students from my school.

Victor: How many people were eligible to receive it or applied to receive it?

Candidate: Oh I think its maybe about 500 students.

Victor: With any kind of award unless it's internationally recognized or at least a nationally recognized award, it's useful to indicate how selective it is. In this case, you were only 1 of 5 people out of 500 people who received that award or scholarship. Is that correct?

Candidate: Yes.

Victor: Great. All right we have your GPA there and then Alpha Pi Mu, did I pronounce that correctly?

00:10:06

Candidate: Yes.

Victor: Okay and with that is that a selective honor society or membership based?

Candidate: It's a selective honor society. It is an honor society only for industrial engineering major students and it's a national society, I believe.

Victor: Do you have to apply? Do you have to be in a top percentage?

Candidate: Usually they select the top 10% of students.

Victor: So as I'm reading the resume here, when I look at this scholarship because I don't have a background in industrial engineering it doesn't mean much to me, as well as, this particular society. So in the new version we put awarded to 5 out 500 students and I sort of assumed you were in the top 1% and in this society you're in the top 10%. So I get some sense of how strong you were at Purdue relative to your peers.

Candidate: I see.

Victor: So I as a reader I'm looking for this, the thing I've highlighted on the right and I'm looking for this because that gives me a gauge as to whether it is a truly selective award or just something that if you fill out a form you automatically get it. So we have that there.

             The next thing, some of this stuff I'm actually going to move down to the bottom of our new format. The reason is particularly for management consulting…let me back up. You want to have a different resume version for each industry that you're applying towards because different industries care about different things.

00:11:57

For example, in consulting most of the stuff they don't really care about because it's very specific and you pretty much won't use probably any of this in consulting, maybe 1 or 2 of these things at most. So I'm going to scroll this down and we'll stick this at the bottom and leave it there. If we have space we'll include it and if not we'll typically cut from here pretty quickly.

Candidate: Okay.

Victor: Let's now look at your work experience. Let's do it one at a time here and actually let's move it all over and we can focus just on one document, so it will be a little easier for us to read. So give me a second to copy and paste.

As I do this, one of the things I want to point out is we have a couple of principles in writing resumes. We try to put the most important stuff at the top because that's what people see first. If they don't see what they're looking for at the top, then they tend not to read the rest or at least not read the rest as carefully.

Candidate: I see.

Victor: The next principle is in terms of what we bold and what we put in caps and what we put on the far left. We want to put the most important stuff in this position because reader's read left to right and are looking for certain things that will catch their eye.

00:14:02

So the first one is the manufacturing intern and manufacturing intern that title really doesn't distinction or differentiate you from other candidates. What does distinction you is the fact that it was at Motorola. So what I want to do is we want to emphasize the more important thing first and then the less important thing second.

Here under company name I'm going to put Motorola above the job title because it's more interesting. That was in Tanjing, is that right?

Candidate: Yes.

Victor: Okay. Let's see was your title manufacturing intern or was it some other phrase?

Candidate: Yes it was manufacturing intern. The reason I put the job function above the company's name is that this original resume was designed for Supply Chain management position, so that's why you see a lot of skills related to supply chain and the functions I've been involved in supply chain. So this resume, the original resume, was more focused on the supply chain.

Victor: Right and I would completely agree with that that you would want those…those fields are looking for very specific skills and backgrounds. So that's what they're looking for so you put those up front.

In consulting, they are more looking for general capabilities and raw talent and they're also looking for candidates that have been vetted or pre-selected by other well known organizations. So the fact that Motorola chose you as their intern is significant. The fact that you're an intern is less significant from a management consulting firm's point of view.

00:16:00

Candidate: I see.

Victor: Also with respect to the bullets it reads like a supply chain resume because there are certain supply chain oriented types of skills and projects you did. Again, in consulting, we care less about that. The things we're looking for in terms of the work experience is really 2 things for your tenure level. One is did you make a difference? Did the company get better because of the work you did? That's one thing we're looking for. Then the second thing we're looking for is did you get results by working through others, particularly a diverse range of people? So, client safe is the phrase I like to use a lot.

Candidate: Yes.

Victor: So let's talk about your work at Motorola. Tell me about this thing here at the bottom, the cost savings and any kind of bottom line impact or results you achieved while you were there. Then we'll separately talk about what you actually did to deliver those results.

Candidate: Okay. Basically during my internship at Motorola I worked on 2 projects. The cost savings and customer satisfaction performance index and I was involved in one of the projects of assisting my managers on procuring manufacturing production equipment and some utility equipment.

Basically we, as an organization, had to evaluate some of our suppliers who were supplying the equipment and we gave them the opportunity to bid on those projects and we basically had to communicate with the suppliers and our upper management a lot to make sure they understood our specification needs and delivery dates and most importantly the cost of the bid they submit.

00:18:30

We also negotiated contracts with those potential suppliers. And then after they won the contract we supervised the execution of the milestones listed on the contract. So that is what this project was about and the cost saving and customer satisfaction was a way to evaluate how an intern performed in that particular project.

On cost savings we had a benchmark with similar projects that had taken place before and cost savings was counted as a way to, I'd say contribute productivity to the company. The customer satisfaction was mainly to internal customers which were the functions that needed that equipment. They had a survey at the conclusion of the contracts and they can rate our performance based on their specification needs.

00:20:11

Victor: Okay and the 25% cost to savings what dollar amount or I forget the currency in China but what absolute amount was it?

Candidate: The absolute amount of that is about 250,000 RMB. So it's about $40,000 savings.

Victor: In US dollars?

Candidate: Yes US dollars.

Victor: So to understand you correctly, you were working…Johnson Controls was that a client for Motorola?

Candidate: Johnson Controls is a subcontractor of Motorola. Yeah they run all the equipment and utility procurement for Motorola.

Victor: Okay so you were working with them or as a part of that group?

Candidate: In that particular project I was a member of the team.

Victor: In the procurement process how many people were involved and what was your role on the team?

00:21:46

Candidate: In that specific project there were 5 team members. My main responsibility was basically conducting some cost analysis and also assisted the execution of the contracts which involved a lot of communication with the suppliers.

Victor: Okay, so a couple of phrases that I'm hearing so far are vendor management, cost analysis, managing the procurement process…tell me more about the cost analysis. What kind of cost did you analyze and how did you actually do it?

Candidate: The cost analysis because in the bidding process the cost is about the most important factor that we consider. We would look at the bidding submitted by different suppliers and understand which suppliers have the lowest cost that they submit. We have to compare the components of the different costs and find out why they can achieve that kind of low cost.

Victor: Okay I got it and so analyzed supplier bids. I think I got a sense of that project. On the other projects tell me about what you did.

00:23:46

Candidate: The other project was basically about capacity planning. So each year, as a long term production project they have these schedules called Master Production Scheduling. This project was about using a technique called Rough Cut Capacity Planning to make sure that the master production scheduling is not overstated.

So basically we have to analyze whether we have enough resources to obtain the results we want of the master production scheduling. And after that we did a simulation of projects on analyzing the potential production flow and identify some kind of bottleneck of the process and find potential ways to avoid it or come up with some suggestion on how to improve that situation.

Victor: Okay. Of the 2 projects, which one do you feel had the biggest benefit for Motorola?

Candidate: I'll say the first project because it involved, at that time, new products that will reach to the market and it was under a time pressure at that time.

00:26:00

Victor: Okay and these were raw materials for the new products that you were analyzing?

Candidate: Yes like material resources and the capacity like labor and space availability and equipment and things like that.

Victor: With that project you mentioned there was a 5 person team. What did the other people do compared to what you did?

Candidate: Are you talking about the first or second one?

Candidate # 204

Victor: Sorry the first one with the procurement oriented project.

Candidate: Okay can you give me a minute to think about that?

Victor: Sure. A couple of things to think about, were you the leader of the team or just a participant? Did everyone do all the tasks but for different parts of the businesses? Or did you do the quantitative task and someone else did the qualitative? I'm trying to get a sense of the split of responsibilities.

00:27:25

Candidate: Okay. I would say what happened to that team is there was like a higher level staff manager leading the team, the project. But all other 4 members were interns and I was probably the most senior among the other 4 interns. So I served sort of like an assistant project manager for the team leader of the project. So in general, I organized meetings and set up agendas for discussions and also after we received some of the orders from upper management I had to delegate those tasks to my younger interns. I was sort of like a middle man between the manager and the other interns.

Victor: Then in terms of the cost analysis was this just reviewing the proposals or did you do any kind of Excel spreadsheet analysis or any kind qualitative analysis?

Candidate: Yes we definitely had to do Excel sheet analysis. We had to list different components of the cost and find potential cost saving opportunities in those different components and also prioritize those components and make sure we weren't targeting for just the lowest cost while missing some of the quality standards.

Victor: Okay. Were these just computation in Excel or scenario analysis or what if analysis? What kinds of analysis were you doing in Excel?

00:30:11

Candidate: I would say, first of all, I think it's called a risk benefit analysis. It's like we were not only looking at the cost of different suppliers, we also looked at what are the concerns that were associated to those costs. We were trying to quantify some of the concerns or risks and aggregate them together as a total cost of this project, like come up with a quantity that we could make a final decision.

Victor: Okay how many vendor bids or proposals did you evaluate?

Candidate: On that particular project there were four. It was like making a spreadsheet that was like a matrix that involved cost, quality, delivery date, their design was very important and the reputation of their enterprise and assigned parameter to different imperatives as an indicator of their priority and come up with a total score.

              Some of the concerns if we don't understand or found some concerns or had some suspicions we would further investigate into it by going to their site and taking a look at what was going on, etc.

00:32:32

Victor: Okay.

Candidate: And customer service.

Victor: Okay great. I'm going to put service and we'll see if we can squeeze that in later. So in total this project saved 25% more than was expected or more than previous projects of a similar type?

Candidate: Than expected and also similar type because each year the similar project will have like an average cost of similar project and like a benchmark. And if we can achieve a cost lower than that then we achieved some savings.

              I guess another important factor that…oh I guess actually the main one was during the negotiation we have to try and find ways to achieve discounts from the suppliers. I guess that's why we can achieve some cost savings. And besides the big part of the discount because each project is like activity based costing and the more efficiently we can conduct this project the more savings we can get.

00:34:54

Victor: Did you do any type of activity based cost analysis on the exiting costs?

Candidate: Yes but can you elaborate on what you're looking for?

Victor: I'm always looking for types of analyses that are somewhat common in consulting, activity based costing is certainly one of them. It's not my area of expertise and I didn't do a lot of that work in consulting. But I always see it as analyzing the work flow of a particular process, trying to quantify the cost associated with each set of activities, evaluating those activity based costs relative to the benefit or value add provided by those activities to determine if certain activities are worth actually doing.

So if there is anything related to that that we can legitimately say you have some experience in activity based costing that's a useful phrase to try and squeeze in there somehow.

00:36:01

Candidate: Yeah I think you can put activity based costing because the costing method we used was basically identifying activities in this project and assign the cost for each of the sub activities and resources for these products or services according to the actual consumption.

So I think it is activity based costing and we have assigned not like a standard overhead but an adjusted overhead into these cost models.

Victor: Okay and then were you there long enough to actually manage the relationship with the vendors after they were awarded the bid?

Candidate: Yes but not entirely. The contract was signed and we started to achieve several milestones of the contract. But I didn't stay until the conclusion of the entire project.

Victor: Okay. Were you personally involved at all in the negotiation process?

00:37:57

Candidate: No I wasn't involved in the actual negotiation. I was preparing materials and analysis for the management to negotiate but I don't think they would let interns negotiate contracts.

Victor: Great. So tell me more about the work you did with simulating the production flow and the capacity planning. Again, we're looking to convey either specific analytical skills or experience working with different kinds of people or specific accomplishments that were extremely measurable and significant to the employer.

Any of those 3 things jump out at you in terms of your 2nd project?

Candidate: Yeah I think it's the analytical skills that I demonstrated in this project. Basically, during this simulation project I used computer technology, a software called Arena to simulate the proposed production of flow process and used the…by actually changing some of the key parameters and obtained the results of key performance measurements.

And by looking at data of the outcome, we would identify what would be some potential bottlenecks of this process and what might be causing that and further

analyzing and investigating it and then come up with recommendations for changes.

00:40:08

Victor: And were the changes actually made?

Candidate: Yes I think the production plan was actually taking place after my internship but yes some of the recommendation I know from my colleagues they used it. In Motorola, in their production site, they have a very interesting production technique called Super X Line (sp? 41:18) which is a very expensive but also flexible production line that can basically manage like different kinds of products.

                    So whenever some bottleneck occurs or lack of production capacity they can always use the Super Line as an offer to make sure that a shortage wouldn't happen and things like that.

                    So one of my recommendations was to leverage some of the Super Line capacity and eventually they did and also I did some line balancing on the proposed process to make sure that the process is more automatized.

Victor: Okay. Can you quantify what the financial savings was from doing that or estimate what level of savings?

00:41:56

Candidate: Give me a second to think about it. So if the bottleneck occurred I think there would be huge costs associated to it. By implementing an improve process I think it would be about…I can't come up with an exact figure right now because I'm not so sure on the cost associated to those products. I would say it was definitely more than the 2nd project.

Victor: Okay so more than the procurement project you're talking about?

Candidate: Yes.

Victor: So maybe after our session you can spend some time trying to estimate…

00:43:55

Candidate: Excuse me but I can say I didn't really estimate a cost of the saving but the process was improved percent efficient in terms of efficiency improved about 20%.

Victor: Oh great okay. How do you measure efficiency, by time or dollars or cycle time?

Candidate: One of the key performance measurements we used in measuring the production flow was the work in progress inventory. So I was able to reduce the work in progress inventory by almost 20% and that's very…

00:44:14

Victor: That's significant.

Candidate: That's very yeah that's pretty significant.

Victor: Yes so we need to put that in there. All right and were you the only person working on these simulations or was this again part of a team? Were you a leader or member of the team?

Candidate: Yeah that simulation project was an independent project done by me.

Victor: Perfect. Led manufacturing process optimization project resulting in 20% reduction in work in progress inventory and developed work flow simulations and alternative scenarios to work around bottlenecks.

                 The simulation software is it a visualization based type of work flow simulation or did you have to do any kind of computer programming?

Candidate: It was visualized. It is a program called Arena.

00:45:52

Victor: Okay. With Motorola, the group you were working with how big was it either in revenues or number of employees or any metric that would indicate size?

Candidate: Are you talking about the entire Motorola site?

Victor: No just the part of the organization or facility that you worked with most.

Candidate: For Johnson Control team there were about 12 people and for industrial engineering department there were about 20 people.

Victor: And was this all at one major facility or factory where you were working?

Candidate: Yes it's in one factory. They only have 1 manufacturing site in China.

Victor: How big was that manufacturing site?

Candidate: About 8,000 people.

Victor: And it's their only production facility in China, correct

Candidate: Yes.

Victor: So what I'm trying to do here is create a picture or visualize what you were doing. So in an 8,000 person facility it seems quite significant and large and like a very serious operation, as opposed to you in some office with 10 people who happen to work for Motorola. It's very different and so it's useful to give some sense of scale in some cases.

                Particularly because you're talking about a 20% reduction in work in progress and was that for one particular line?

00:48:03

Candidate: Yes for one particular production flow.

Victor: Okay great. If there is any way to take this 20% reduction in inventory and translate it into dollars somehow or dollar equivalent, it's worth putting that in if you can. It's hard to know if this is the equivalent of thousands of dollars or tens of millions and that kind of thing.

Candidate: I would say the savings would be…

Victor: You don't have to figure it out now, we can always put it in later.

Candidate: Yeah because on one end it reduces the materials we have to purchase, excessive materials that have to be purchased. On the other end, it reduced the risk of being able to meet the demand of our customers. It would take me a little while to come up with an exact number.

Victor: Okay. The more you can quantify things even if it's not dollars, the more you can put numbers to it and so…what we've done here is from your points here is really trying to be more specific in some of the numbers where we can.

Candidate: I see.

Victor: I wouldn't put $40,000 because that doesn't seem very significant. I think here if it was 4 million you put 4 million and the $40,000 you might as well just put 25% that seems more meaningful. Then with your process optimization because there is a lot of process optimization working consulting or a fair amount so the fact

that you were actually able to get some tangible benefit financially that you can quantify that's useful.

00:50:21

Candidate: Yeah so I say it's almost about $20,000 per production day.

Victor: If you have a calculator and you can analyze that that would be great. I'm terrible at math these days sadly.

Candidate: Okay.

Victor: Anything else on Motorola that would either show bottom line results, working with different kinds of people, any kind of rigorous mathematical computation or analytically heavy type of work that we haven't yet covered?

Candidate: I think you've covered enough.

Victor: Okay great and so we'll take this out and let's go to Meade Johnson. Now Meade Johnson they're a fairly big company are they not?

Candidate: They are a very popular company and very famous company. Their size, they recently went public and so I would say they were between a mid to large size company.

Victor: Okay.

Candidate: They're global.

Victor: Okay and what do they do?

Candidate: I'm not sure if they're Fortune 500 or not but they are a manufacturer of the Enfamil formula and I'm not sure if you're familiar with that.

Victor: Yes I am.

Candidate: So I think parents will certainly know Enfamil.

00:52:01

Victor: Here is what I'm doing here, one of the techniques I like to use is next to an employer's name is if it's not obvious that it's a well known company but it is a significant company, sometimes it's useful to put a note here in parentheses to just give a little more context.

So Meade Johnson that sounds really familiar but I couldn't explain what they do but I'm pretty sure I heard of it, I think. So by putting a phrase here that they are a multi-billion dollar company and maybe some of their more famous product brand names that may be more famous than the company name is very useful to say oh this is a real company and not a 2 person company in Evansville and that kind of thing.

Candidate: Right.

Victor: So you were there in 2010 and this was also…you had the word "intern" in your title?

Candidate: Global Supply Chain Intern.

Victor: Okay. Okay so I would say so far from Motorola in terms of improving your analytical ability I think we're about halfway there. You have your academic background which is the quantitative and seems pretty reasonable but that's not a math test. We're looking for quantitative skills in a real world environment and it looks like there was some of that in here.

So we can probably use another example with quantitative analysis to beef that up and prove that you can really do it when it's important and in the real world, not just on an exam. I think we're a little light so far on can you work with a diverse group of people? We went from truck drivers to CEO's…

00:54:09

Candidate: Yeah and this Meade Johnson Nutrition intern, I think I have developed the skills working with people across levels and functions and regions.

Victor: Perfect! Let's emphasize that. Was there a particular project that was necessary to accomplish the results?

Candidate: Sure the first project I worked on was global sourcing consolidation assessment project. Basically, they had this product called a liquid vitamin for infants and to give you a little bit of background, at that time when I was interning with Meade Johnson they were in a transition for like they just finished their IPO and just went public. Before that they were a sub company of a company called Bristol Meyer Squibs.

What happened to the project was that for this liquid vitamin there were suppliers gathered around the world, mainly in 6 different regions internationally. So my

role was to assess the risks versus benefits of consolidating all the suppliers into a sole source in Canada.

00:56:00

The challenge of the project was in order to come up with an accurate analysis I had to gather a lot of information. Since Meade Johnson, at that time, was still in a transition stage from a company of Bristol Meyers to their own company, a lot of their IT infrastructure wasn't very prepared. I had to basically facilitate a communication network across regions and different functions and levels by gathering pieces of information from the stakeholders, which involved making a lot of international calls to these people in the international markets and asking them for pulling out the information I needed.

Actually while I was doing that project I found that this project was a very significant one because there were several ongoing similar projects that were taking place around the world. For example, in Latin America they were also assessing or actually they were in the middle of this consolidation project and the same thing happened to Europe. Instead of consolidating their suppliers they were actually thinking about divesting the entire product line.

00:58:13

However because different stakeholders were scattered around the world and because the IT infrastructure wasn't very well prepared, so a lot of the progress of these projects taking place in different countries were not up to date to the headquarters in America.

So while I was doing that project, I basically gathered a real picture of the entire…what is the progress of the global supply chain of this particular product. Finally, I was able to aggregate them into a business case and present it to the management level people.

Victor: Was the business case accepted and approved?

Candidate: My recommendation was approved partially at that time.

Victor: Okay. What level of…did you quantify the financial impact of that consolidation effort?

Candidate: The savings was about $2 million.

Victor: Were you the only person leading this particular analysis?

Candidate: Yes. I worked independently. Yes I led the project but I got a lot of help from different stakeholders.

Victor: Great.

01:00:09

Candidate: I think that project is more like a consulting project because I basically worked just like a consultant and giving some recommendations.

Victor: Okay so identified $2 million US…are you applying in the US or internationally for consulting?

Candidate: It's US.

Victor: Okay great. $2 million in cost savings via global, via switching from global sourcing to sole sourcing materials for XYZ product line and you can fill that in later.

Candidate: Yes you're right but not only about the financial impact on that product, it was also a lot of concerns about some qualitative analysis such as like lead time, quality, supplier capacity and one of the important issues that involved nutrition of pharmaceutical products is the government regulatory compliance. And also like transportation logistics.

01:02:12

               Basically I had to list besides the financial impact I also had to list a whole bunch of qualitative concerns and find a way to also quantify them, although it was pretty hard at that time. But find a way to quantify them for these management level people to take into consideration.

Victor: Okay. This used to be a division of Bristol Meyer Squibb right?

Candidate: Yes used to be.

Victor: And you were there in the middle of that process?

Candidate: No when I was an intern there they already went public and already separated from Bristol Meyer Squibb. But the system was in the middle of a transition.

Victor: All right.

Candidate: In terms of like their enterprise resource systems. And actually a lot of their original suppliers were Bristol Meyer Squibb factories and so that's why they wanted to get rid of these original suppliers because they don't share the transparency anymore.

They wanted to have a reliable partner in North America and Canada and they tried to bring all this together in that manufacturing site.

01:04:08

Victor: So this is a little wordy and we'll try to cut it down later but I wanted to get the main points down. What I'm showing here is and in consulting we often do gather a lot of data, manually in many cases as well as getting data from individuals, their assumptions and judgments on various qualitative factors. So given that you've already done that it's favorable to include that because it shows you are used to operating in what I would consider as a sub-optimal environment. And in consulting it's often sub-optimal. You go like shouldn't there be a system for that? Like yes there should but there isn't so we have to go figure a way around that.

Candidate: Right.

Victor: So that's a great example. Let's see on the other one here, tell me about this productivity improvement. You doubled productivity of what specifically?

Candidate: Yeah that project compared to the first one was more analytical and quantitative analysis.

Victor: Great.

Candidate: Basically, in this particular project I was working on another product line called Metabolics. Metabolics was designed for infants that need special treatment around the world. Basically, what I did in that project was assess also the risk and benefits of transforming the original supply chain process as make order into a FAS to stock process.

01:06:04

Victor: What does that mean exactly?

Candidate: What it meant was that originally like for this Metabolics product they have about 30 different soft products. It is a line called Metabolics but it's just like a vitamin, Vitamin B, Vitamin C, etc. and all the international markets ordered them directly from North America. They are the same products but require different labels.

So the original process was that the international market would make direct orders from the North America manufacturing site and this product would ship to their local distribution center. What we've done is to come up with a new supply chain process of setting up a distribution center for all these Metabolics products and make it to stock process.

We will actually achieve some quantity discount by making them in a larger batch. And as a whole, achieve some cost saving by doing an FAS, it's the final assembly scheduling of relabeling these products for when they were sent to these international countries.

01:08:00

Victor: Okay and so a couple of points here. I would avoid using phrases like FAS and ELQ and just use words to explain the concept. Otherwise, I have no idea what you're talking about honestly until you explained it in a little more detail.

Also in your explanation and this was interesting, in the process of interviewing people to revise their resumes, unintentionally I get a sense of how people would present what they've done in an interview from more of a resume based interview type process.

One thing that I think would be very useful for you that you should and it would be very worthwhile practicing is inverting the sequencing of your explanations. So your explanations tend to focus on all the activities you did and then you conclude with the impact to the organization. You're better off reversing it and starting with the impact to the organization. Then the natural question will be how did you do that? Then explain how you accomplished it.

Candidate: Okay let me try again.

Victor: Okay sure.

Candidate: So during this project I basically assessed the alternative of transforming the original make to order supply chain process into a made to stock supply chain process and achieved cost savings by getting quantity discount for producing product in a larger batch size.

Victor: Perfect.

01:09:43

Candidate: Yeah that's the first part of this project. The 2nd part was more quantitative and it was based on the proposed made to stock environment, I used a mathematical model to optimize the inventory by adjusting the order quantity of the product.

Victor: Okay and what was the bottom line financial impact of both of these pieces of work?

Candidate: I think here I put it and it's the savings of about $70,000 seasonally.

Victor: How many seasons in a year?

Candidate: Four seasons in a year.

Victor: Okay so annualized it is this number times 4 yes?

Candidate: Yes.

Victor: And that's and when you say productivity is that labor productivity or where is that number coming from?

Candidate: Yeah maybe that's a little confusing. The productivity was just cost savings. But at Meade Johnson they count all the savings and efficiency improvements into productivity as performance measures for the employees.

Victor: Okay so that's an internal terminology and so we need to use the equivalent for the external. So basically it's cost savings yes?

Candidate: It's cost savings.

Victor: Okay so you saved them $70,000 per season?

Candidate: Yes.

Victor: Okay I get you now and it make sense. Did they actually do it?

01:12:02

Candidate: Yes they did.

Victor: And the cost savings was manufacturer costs that were saved?

Candidate: The savings includes the quantity discount of larger sized production and disposal costs, reducing the disposal cost.

Victor: Okay.

Candidate: In the original process each order because it was made to order and each order has a minimum order quantity. But some of this demand, some of the product demands are too low and we had to dispose of the majority of them if these products weren't used.

               However, by producing them in made to inventory process this risk could be mitigated because we don't have to consider about the minimum order quantity because we can relabel the products according to our customers demands.

               If we look at the demand internationally usually it will exceed the minimum order quantity.

01:14:09

Victor: Okay. So the general rule that I'm sort of leaning towards and you'll notice this in a couple of different places is putting the financial benefits to the employer first and then explaining what you did. So here's another example, its $2 million there, $250,000 there and it's $7.3 million there and we'll come back and rewrite that in a second putting the $7.3 million first.

               So you're seeing that this person…you're trying to get their attention, wow this person saved them almost $7 million. How did he do that? Now they're curious so they're going to read and the resume gives them some idea and in the interview they're likely to ask you in person so validate it. So that's why we're reorienting everything.

               Similarly, in your answers, it is useful to start with the number first. So when someone says what did you do at Meade Johnson Nutrition? You said you did this optimization and this analysis. But the right answer is you saved them $2 million and that's the answer.

Candidate: I see.

Victor: Then they're going to ask how did you do that? Then you explain it. Does that make sense?

Candidate: I see.

Victor: Let's go back here to this one and we're going to put the most impressive results first, which sometimes is not the same as what you worked hardest at. There is a tendency to put all the things that were really hard for you personally or you being the candidate but not necessarily the things that are most impressive. So we're

going to have to divorce ourselves from it took me 100 hours a week for a whole summer but there was no benefit to the company. Then maybe you did something for 2 weeks and saved a million dollars, so you would put the million dollars savings first.

01:16:06

Candidate: Right.

Victor: So a result in annual cost savings by…okay and the work flow simulation was related to this $7.3 million, did I get that right?

Candidate: Yes.

Victor: On the 25% procurement cost savings this was for one particular manufacturing line right?

Candidate: Yes.

Victor: Is there a name for that line or is it related to a particular product?

Candidate: It was for a particular set of equipment.

Victor: Is there a name that would be meaningful outside of Motorola that can describe that particular line?

Candidate: What do you mean?

Victor: When you say 25% I don't know if it's 25% procurement cost savings across the entire 8,000 person production facility or if it's just a smaller portion. I don't have a sense of scale.

Candidate: Yeah it's a smaller portion.

Victor: What should we call that?

01:17:59

Candidate: You can say production equipment.

Victor: Okay. Expenses and stuff like that?

Candidate: Yes.

Victor: Okay so let's move this up to here. I would say these are a little wordy so we may come back and trim them down a bit but we'll leave it there for now. On the Meade Johnson is there anything that we're missing that's critical in terms of big impact?

Candidate: No I think that's basically what I did.

Victor: Okay great. Now let's go look at Fox Con and they're in the news a lot lately unfortunately. So far we definitely have you as what I would call the cost savings person because you saved $7.3 million here and 25% there, $2 million there and $250,000 there. I think we have a fair amount of analytics and we can probably use just a tad more on analytics and definitely use more on leadership.

             So Fox Con employs like a million people right?

01:20:03

Candidate: Yeah they had a lot of people. In Shenzhen manufacturing site there were about 26 million of laborers.

Victor: Wow! Here I put and I happen to know Fox Con because I sort of follow Fox Con manufacturers the IPad and so just in case someone doesn't know that you would put in like contract manufacturer, the largest employer in the world and that kind of stuff to give context and so it's a useful thing to put in there, similar to what we did here with Meade Johnson.

Candidate: Yes.

Victor: Okay so what were the most significant things you did there that relates to either analysis or people skills?

Candidate: I think the most, the job I did there was mainly about continuous improvement and I deployed the concept of adjusting time to improve one of their existing production processes. The technology I used was similar to the project I did in Motorola. I used the simulation tools to analyze the production process.

             The only difference, I think, is this project was more specific about continuous improvement; whereas, the Motorola project was more about the capacity planning and the simulation project was actually based on the capacity planning.

01:22:15

             So in this project, I used several supply chain techniques called like radial stream mapping to identify the 7 ways of their existing process and also did several

layouts with designs and totally I achieved the figure here which isn't very huge, but I achieved about $70,000 savings but mostly improved the efficiency of that production process.

Victor: Okay so now we have a trade off here to make and let me explain what that is in a second.

Candidate: Yeah it's kind of overlapping with Motorola.

Victor: Yes and so basically you did the same thing that you did at Motorola but did it smaller here at Fox Con, so it doesn't really add anything to your profile and it's more of the same. I think I would argue at this point that it is probably too much, in the sense it shows that maybe that's the only thing you know how to do.

                What we want to try and do is try and emphasize…once we made a particular point and have sufficient proof of that point, clearly you're pretty comfortable around supply chain and your stuff actually seems to work.

Candidate: Right.

Victor: What we're trying to do here is, is there another point of view we can emphasize at Fox Con that is different than what you already have done quite well at Meade Johnson and Motorola.

01:24:09

Candidate: In terms of people skills, I think, there might not be anything to add to this particular internship.

Victor: If that's the case, then we'll put one line in here just to have a bit of a description and then we'll move right to the next one and save all our space essentially and the emphasis on Motorola and Meade Johnson.

Candidate: Sure.

Victor: In that case, you had the process optimization. What about this IT tool project? What was that about?

Candidate: It was developing a database for the recorded material, use of materials for the production. I basically replaced their original manual searching method with a program software to do that. That could save a lot of time for the labor to look up the materials. So it had some kind of programming involved but not too much about leadership skills.

Victor: That's fine. What kind of programming did you do?

Candidate: I basically used the SQL language and also some of the basic Excel.

01:26:00

Victor: Okay so basically the searching process was 98% faster?

Candidate: Yes compared to manual operation.

Victor: Okay so it takes 98% less time than it used to?

Candidate: Yes, the original look up process takes about 30 minutes and after I did this improvement it took only about like 30 seconds and you'd have this done. But this is kind of significant in the sense that whenever they have to fill these materials and have to go to the storage room, it takes 30 minutes to look it up. It means that the line is down for 30 minutes and that actually will negatively impact the entire production process.

Victor: Okay in order to reduce manufacturing line stoppages due to…so when they look up the bill of materials what are they looking up and why are they looking it up?

01:27:53

Candidate: For example, they want to change to another, they want to manufacture a slightly different product but they are similar enough to be put into the same production line. They had to go look up the bills of material to find all these components that are needed for production.

Victor: Is that overstating it?

Candidate: Yeah I think that's pretty precise.

Victor: Okay so that's a slightly different type of skill demonstrated. So you have some work with database and some computer programming which implies a degree of logic which is different than purely process optimization. So that is a useful value difference.

Candidate: We can also associate a figure to that.

Victor: Yes.

01:29:57

Candidate: Yeah so what happened is that Fox Con is a very flexible and (130:09 – inaudible) manufacturer because they can just switch from one product to another quickly. The problem was that a lot of bills of materials weren't updated in time. So whenever I created this program, so for people in the future to use it to record materials they could also achieve the same improvement for other production lines. So by leveraging my results to other projects, as a whole, it might save significantly I think.

Victor: Do you have a dollar amount in mind?

Candidate: Yeah I think together it's about $90,000 savings.

Victor: Per what time period?

Candidate: I'd say seasonally.

Victor: Okay. And 4 seasons a year?

Candidate: Yes.

Victor: And you said $90,000?

Candidate: Yes.

01:31:57

Victor: So the bill of materials, refresh my memory what is that exactly?

Candidate: Bills of material is a list of components and quantity that is required for a certain products production.

Victor: Okay. I'll probably edit that offline and try to trim it down a little bit. Then this last internship…

Candidate: This last internship the company wasn't very famous. It is a pretty big manufacturing company in Shenzhen China. They do have a manufacturer in the USA.

Victor: How many employees or revenue size?

Candidate: I'll have to look that up but the revenue is pretty big. The thing I want to emphasize here is the Six Sigma project. I used Six Sigma technique to…

01:34:08

Victor: So tell me the results and let's go to this last line and mention the key Six Sigma concepts and words related to that.

Candidate: Yes so the result was we saved $42,000 on materials for direct savings and $13,000 on indirect savings and so together it's about a $55,000 savings.

Victor: How did you get the savings?

Candidate: Basically we went through this Six Sigma process called DMAIC, Define/Measure/Analyze/Improve and Control. We were successfully reducing the high scratch rate of main products from 7% to almost 0 defects in the Six Sigma sense.

Victor: I'm going to put less than 1% is that all right?

01:36:01

Candidate: Yes.

Victor: It's a little more credible. Does this cover the experience or is there something else we should add to that at the interpersonal level or anything along those lines?

Candidate: No I think that's it.

Victor: Okay great. Languages we should definitely put. Then on the other ones…

Candidate: Yeah I see those skills are probably too technical.

Victor: Yeah.

Candidate: It's not necessary.

Victor: I think they've largely already been conveyed above. You already did Six Sigma and well not specifically but sort of a similar category, lots of supply chain. I'm going to suggest we take it out.

Candidate: Yeah we should.

Victor: Do you have any hobbies or different interests that are not supply chain or optimization oriented? If you were an artist it would be perfect. That would be awesome.

Candidate: Well actually I do have some extracurricular activity that I would like to highlight that demonstrate my leadership skills of…well there are quite a few actually.

01:37:58

> The first one I want to highlight it was the Student Ambassador under my leadership positions and honors. Basically, at the age of 15 I came all the way from China to the United States as a cultural exchange student ambassador.
>
> I was put in a very small town, local Deep South town in Tennessee where like they didn't have any Chinese people for the last 30 years. The town had only about 2,000 people and I survived throughout the program for one entire year.
>
> Basically I had to promote my culture and I fulfilled my community services and most importantly at the conclusion of the program, I was invited to Washington DC with another 100 exchange students to visit the, have a conference, a cultural conference and we were invited to the Pentagon, Capitol Hill and the White House but the President wasn't there. But at the time it was harder after 9/11.

01:40:01

> I went as the star of the Student Ambassador and I presented at that conference and I was the only one selected to present my experience at that conference. So I actually won the award of Student Inter-Cultural Star.

Victor: That's probably a little too far back since it was high school. If there is nothing else we'll use it. Is there anything else in terms of more current hobbies or interests?

Candidate: Yeah so sure also I was the co-founder and Vice President of the Purdue Chinese Undergraduate Association. We founded that organization and separated the undergraduate organization from its original Chinese scholar's student organization. We developed that organization from probably like 20 student members to now there are about I would say about more than 400 members.

Victor: Okay. What year did you found that?

Candidate: In 2007. I was pretty much involved in that organization throughout my entire undergraduate experience.

01:41:52

Victor: Let me tell you the impression I'm getting here and I'll be very honest with you. Clearly you have this reputation of being the supply chain guy and you can tell from the resume you mostly likely emigrated from China because you have so many experiences there and most Americans can't get internships there and your language fluency sort of reveals that.

What you want to try and avoid, again you always worry about stereotypes. So I have another resume I'm looking at for someone who has been a financial trader like for the last 10 years. It's like geez can you do anything other than trading? You kind of wonder right?

Candidate: Yes.

Victor: So we have sort of the stereotypical Chinese immigrant who is really good at math and supply chain math stuff. If there is anything we can do that would break the stereotype particularly in the hobbies it would be useful.

Candidate: Yeah. Also, I want to mention about my experience as an intern for Indiana Scholarship. That was a program affiliated with Purdue Discovery Park and basically they placed selected students with high technology start ups to help them develop their business.

Victor: Okay which one was that? Was that the Caterpillar or the other one?

Candidate: No at the end it's the intern for Indiana in my original…

Victor: Oh let me pull that up.

Candidate: It was also a scholarship because they gave us a stipend for doing that.

01:43:59

Victor: I think I missed that so let's put that here and let's work through it.

Candidate: Basically I worked with a newly founded company back then and it was a bio-medical equipment company. The owner of the company was a PhD student at Purdue. He invented this product called Lab on a Chip and I helped him with the business development.

Victor: Oh good.

Candidate: He was a winner in one of the entrepreneurial contests in Purdue and he won like and I forgot it's like a million dollars or no I think it was $200,000 award and he started the business with that funding. And I helped him and that wasn't too much about the supply chain. It was a lot with like general business…it's an entrepreneurial experience for me.

Victor: Okay and that was before Meade Johnson right?

Candidate: Wait that was before…yeah that was before Meade Johnson.

Victor: So you were an intern at that company or as part of the scholarship you helped them out?

Candidate: It's a scholarship awarded by Purdue but I was an intern for that company.

Victor: What was the company called?

Candidate: Micro Fluidics Innovations.

01:46:01

Victor: Great so something that's not supply chain. I like it. So in 2008 and I'm just looking at some dates here, if you were to drop in 2006 if you were to drop this, for consulting purposes anyway, if you were to drop this one I don't think it would hurt you much and even if you were to drop this and Fox Con I don't think it would hurt you much. Actually I think I would like to put Micro Fluidics in there cause it is a little different.

Candidate: Yeah maybe you can drop them.

Victor: I'm going to cut some space out of the other ones first then we'll see how it looks. What job title would you give yourself there?

Candidate: Maybe about product development or like business or product, actually both product development and some business development, initial business step development. So sort of like an entrepreneurial intern if you can put that.

Victor: Yes but let's do business development that's a little different. If that's not accurate let me know and we'll change it but let's work with it for now. So business development intern and did you write the business plan?

Candidate: Yeah I actually helped with writing the business plan.

01:47:57

Victor: Okay so worked, let's see…

Candidate: Yeah I think if I had already looked at your Look Over My Shoulder Program maybe at that time I would use some business situations.

Victor: Hey you got the money so the person, was it a he or she?

Candidate: A he.

Victor: Okay he raised $250,000 in financing, in capital?

Candidate: Yes.

Victor: Is it a business plan competition or what…?

Candidate: Yes a business plan competition.

Victor: What was the business plan competition called?

Candidate: Let me look it up quickly. It is called Burton Morgan Business Plan Competition.

Victor: It was a grad student who founded the company?

Candidate: Yeah he was a PhD student.

01:49:47

Victor: This is good and definitely better. So let's put…let's do that. Any interesting hobbies that would be opposite the stereotypes?

Candidate: Let me see. You're looking for…?

Victor: Sports or recreational activities that you do or things you read, places you travel and so anything not academic or career and mostly just to be more interesting.

Candidate: I have a lot of hobbies. Does it have to be associated with a competition?

Victor: No.

Candidate: I like sports and I love basketball, swimming and golf. I like traveling to Europe and different places and I like cooking. Every weekend I cook and host a party for people for them to have an environment to socialize.

Victor: That's great.

Candidate: I didn't know I could put that on my resume.

01:52:00

Victor: Yeah what it does is it helps to show a bit more depth and dimension to you because it's a little one dimensional and so I think the Micro Fluidics helps a lot cause that shows…everything else is cost savings oriented and this is the only one that's revenue, like capital raising which is a different skill set. So it shows that it

is in your ability and you were willing to do it and try it and you were successful. So that helps show you're multifaceted.

So you can definitely get a supply chain job right at this point, so the question is can you do all the other parts of the business and have you attempted to do so? And you have.

So some of the hobbies and if we're short of space we cut them but if we can squeeze it in, it just helps to show another side of you.

Candidate: Yes I got it.

Victor: Okay now let's cut stuff. Let's go one line at a time. I'm going to say the Six Sigma Black Belt certificate is that, you don't have to apply to get that, you just have to do the work?

Candidate: It is a pretty big deal in a supply chain organization but maybe like you, you come from consulting and so if you think that's not very relevant just take it off.

Victor: I'm going to put it on the side and then we can debate it later. I don't know and I don't want to assume too much. My sense is that since you've…what is more impressive, your Motorola and Meade Johnson experiences or the Six Sigma certificate? Which is more significant to a supply chain type employer?

01:54:08

Candidate: I'll say definitely the internship is more Significant. It seems like every supply chain employee and sometimes even outside of the supply chain functions, in most companies during their first 2 years they will give him or her a Six Sigma project to do. And a black belt certificate is more prestigious than a green belt certificate.

Victor: Okay.

Candidate: So whenever I show this to an Victor they would be interested and say oh you've got a black belt, tell me about it and that's good. They will assume that you know a set of methodologies.

Victor: Right and so let's leave it in. I'm going to suggest taking out the Purdue Chinese Student Association because particularly you want to work in the US after Cornell.

Candidate: Right.

Victor: So we need to show more American stuff, just to be perfectly honest. Obviously, you don't want to deny your heritage and…

Candidate: Oh no and you can put one thing in there is the project leader; I was a project leader in 2008 in an engineering project in community service. So I say it's a national organization and it was pretty significant in Purdue.

01:56:07

                 Basically we collaborated with different engineering students and we were involved in local community projects, a project with a local retirement center. We helped the retirement center set up a video conferencing system. So it was like community service and that should be…

Victor: That's great and that was associated with Purdue or one of the companies?

Candidate: Just put Apex Engineering Project in community service that's good enough. I think that's an organization on its own but it's the Purdue Charter. It is sort of like how the student organization works, they have national charter and they have the school charter.

Victor: Okay so engineering project and so let's….

Candidate: But if you think that's not very significant I'm just giving you some materials.

Victor: No I understand. Let's come back to it because I'm kind of leaning against it. I can't get all the other stuff in there yet. So we'll take this and move it to the bottom so we can save it.

Candidate: Yeah sure.

01:57:52

Victor: Then let's move Fox Con temporarily, let me see hold on a second. We're a little wordy up here and let's trim this down. So Motorola $7.3 million annual cost savings…

Candidate: It's very detailed.

01:59:46

Victor: Yes and I'm going to cut this out. Okay so here is what we have so far.

02:02:20

Candidate: That looks nice.

Victor: Yeah let's shrink it down a bit by site comparison here. So we look at the education and it's pretty similar because you already had all the important stuff on there. We dropped some of the technical skills and I'm going to get rid of them. We jump right into work experience and see Motorola and that's very clear. We see Meade Johnson and you need to fill in some of the information on who they are.

Candidate: Right.

Victor: You got manufacturing, you got supply chain and you got biz dev and capital raising and then you have Fox Con that is still on there since it is recognizable. You save money, you save procurement costs, you save money, you save money, math model, raise capital, coded software and so it comes across as competent engineer/supply chain person.

   I would say overall and let's go back to our criteria here. I would say you definitely have the work experience in there; you definitely have the first 3 pieces here around the university and your scores. Then the people skills I would probably, I think you're halfway there on that and maybe a little more than half.

02:03:59

   So if you do another draft of this, if there is another bullet point you can add in anywhere that really brings out the people skill stuff, maybe and we do have an extra inch here, so if you put in the community service stuff experience you might consider doing that separately offline. But I would say that's probably the only thing you're missing is people skills.

Candidate: How do you measure people skills?

Victor: It is a general perception and you come across like smart engineering nerd from China and that's what it comes across like. I mean that's a stereotype, of course.

Candidate: Yeah.

Victor: So interestingly when you do your cooking, for example, do you cook at your own home? Do you invite people over? How does that work?

Candidate: Yeah I invite people over and I cook for at least 13 people.

Victor: What kind of cooking?

Candidate: You can put like culinary art if you want.

Victor: We should.

Candidate: I really like to explore different exotic cooking styles.

Victor: Interesting, so like what kinds?

Candidate: For example, like whenever I meet with someone from a new culture I like to talk about their countries food with them.

Victor: Interesting.

02:05:52

Candidate: I want to understand what is the most traditional food in your country. For example, I have a friend from Korea and I would ask him what is Kim-Chee and I want to understand how is Kim-Chee shaping there, like serves as a very important symbol of their culture.

I started to make my own Kim-Chee and invited them to taste it. They said oh that's much better than the Kim-Chee at the market. It tastes like when my grandma made it.

It helps me to establish connections with people other than just studying. It is more like very personal and in a cultural way. Also, I like besides cooking I like calligraphy. Yeah I practiced calligraphy since I was 4 and I sometimes go out to community service to teach small kids to do Chinese calligraphy.

I'm the kind of person who enjoys having some fun. Although my experience seems very engineering focused but I know that and I understand the message and I will try to improve that by later on adding more activities that shows my people skills in the resume.

Victor: Okay.

Candidate: I will try to join several organizations and clubs…

Victor: I'm curious with the cooking what kinds of cuisines or country's cuisines have you experimented with?

02:07:57

Candidate: I have cooked a lot.

Victor: Which ones?

Candidate: I cook Japanese, I cook Korean, Thai food and I cook Italian food and sometimes when I'm under stress I'll go out on YouTube and there are different types of food and I'm a food person.

Victor: And any other…?

Candidate: I cook Indian food too.

Victor: Okay. Any non-Asian foods?

Candidate: Yeah Indian, Italian food, Spanish food, Mexican food and almost all right now.

Victor: Great and we're trying to break up the stereotype a little bit so they can't pre-judge too much. I think anything that is involving you interacting with something other than a processed optimization I think would help soften the image a bit.

               So that's the only thing I would suggest and you have about another inch so you can probably put in like 3 or 4 lines and I think it would help. This one helps too; it's a great one because it falls right in there and breaks it up a bit.

               So if you did any interviewing like research interviews and talking to people internally in any of these roles you might add a bullet point there. I think you've got the cost savings supply chain thing down and the math thing. So you're just trying to soften it up and to use the terminology I used before, we have to show that you're client safe.

               Clearly you can do the math but are you client safe? You want to take enough doubt away that they say let's go meet him in person and find out. That is what you want them to walk away with. And you're right on the edge there, so a couple of more bullet points and I think you can do it.

02:09:58

Candidate: Yeah and by the way, I do own a small business.

Victor: You do? What is it?

Candidate: I don't know if it will help.

Victor: It might. What do you do?

Candidate: I basically am now a distributor of the Light Up products in the US.

Victor: What kind of products are those?

Candidate: Light Up like glow sticks and LED light ups. I had these family relatives in China who manufacture those products. I am a distributor for these products here in the United States.

Victor: And any revenue from that?

Candidate: Yeah there…it's seasonal, every time close to Halloween and St. Patrick's Day and we will have seasonal revenue. So last year I made about $40,000 off it.

Victor: When did you start doing that?

Candidate: I started in 2008.

Victor: Okay and when did you, do you continuously do it or is it ongoing?

Candidate: Yes I rent this storage in the US and we also have storage in Canada. I had 2 other business partners together doing this. A lot of e-commerce and establishing relationships with customers.

02:12:19

Victor: I have 2 thoughts, I think it would be beneficial to put it in and there you would want to emphasize the sales and business development and establishing joint venture partnerships, recruiting retailers, handling customer service and customer complaints. All the front line interpersonal stuff and that would be great.

               The one thing I would be concerned about is I wouldn't want to put it here up top because the Motorola and Meade Johnson will get the attention. But then it gets too much in one dimension and if there is anywhere we can put it lower and still legitimately follow the timeline that would be ideal.

               So maybe you put it as 2008 through 2010 or something and then you can…

Candidate: Yeah 2008 to 2010 or 2009 it doesn't matter.

Victor: Right and that, I think, would make sense. So I would put the dollar amount so it shows you're generating some revenue, it's a side business and just emphasize some of the people skills and I think that would definitely help a lot.

Candidate: Got it.

Victor: I put this comment in and you can leave it in or not, you know who Jeremy Lynn is I presume?

Candidate: Yeah.

Victor: So I put it in here kind of as a joke but it also if you were to leave it in it shows a sense of humor, so just in case anyone is confused that you might be like him. Anyway that's not something someone who takes himself too seriously would do and you can obviously take it out. But if you're going to put in the startup thing and your own business, then I think the little joke, there is a little risk to that. I think it is less important and your startup sort of softens your profile a little bit.

02:14:16

Candidate: Oh okay.

Victor: Does that make sense?

Candidate: Yeah I see.

Victor: I'll tell you that most people would never put that in there. I'm going to delete it for now but I just mentioned it as more to make a point than anything else.

Candidate: Yeah I see what I need more is the people skills.

Victor: Yeah.

Candidate: To put on the resume and make it more, make it more humane.

Victor: Yes like you are a supply chain machine right now. So you have to show the other sides of you and so I would definitely encourage that whatever would do that.

                 I think that is the end of my process. You got some of my feedback points. We'll get you a copy of this video and I'll email you this resume so you can continue working on it. And good luck with it because I think you have a competitive background and a couple of the key things people are looking for. So just a little more on the leadership and people side and I think that will help a lot.

Candidate: Yes. I have some questions for you.

Victor: Sure.

Candidate: First of all, it is about an interview question. I actually had an experience with a company and I believe it was PWC and they were recruiting advisory, I think at that time it was technology advisory and management advisory and they mixed the interview together.

02:16:03

But that first round of interviews was like free talk and they just actually had 2 interviews back to back and each one was 30 minutes. They just put me in the room and just talked to those Victors.

Victor: Yes.

Candidate: They didn't really ask any questions. The first Victor was fine because I think I shared similar supply chain background with her. But the 2nd one was actually more of a finance person and I really didn't have much in common. She actually didn't ask me any questions. It was just she stared at me and wanted me to talk. It was pretty awkward.

I would like some advice for that. How do I handle this kind of situation?

Victor: I think it's a little unusual but essentially those are kind of the do I just like you interpersonally type interviews essentially. Normally for a non-consulting interview if the Victor is well trained they're asking you about your specific experiences and looking for specific skills because they have a hypothesis in mind that you have these 5 skills, so they are trying to disprove the hypothesis essentially, if they are very good at it.

So in a more free formed one, which unfortunately I think a lot of companies do and really shouldn't because it's not very effective at getting good people and that's a personal opinion. They are just shooting the breeze and really it's a do I like you or not like you and has nothing, in my opinion, has nothing to do with whether you can do the job or not.

What it does assess though is how comfortable you are in meeting new people in sort of a social but still professional environment. It's quite common that you would meet new clients that way and there is no specific agenda.

02:18:11

So a couple of things you can do is if they're not saying anything at all and completely silent, you can ask them about I'm just curious, what are you looking for in this particular role? Are there any specific skills? How is the process going? Is there anything in particular that will be helpful for me to share?

You can kind of help them through their own process in some cases. If it is truly just hey we're just socializing then…and it's not really an interview and sometimes it can be like that. Then the easiest thing is you ask them about them. How did you get started here? Do you like it? What is interesting or quirky or unusual about this company? Oh that's interesting how about the role you have in mind for your new internship position? How does that fit into everything? What do you guys hope that person will accomplish?

Oh they're trying to accomplish XY and Z. Oh great I have some experiences I've done that are related to that. Would that be something you'd be interested in learning more about? So it's a segue way to work your way back into selling yourself essentially but in a way that is very conversational.

02:19:24

Candidate: Yes I got it. Okay. I think definitely your program is very helpful and I recommended it to a lot of my friends. I actually interviewed with BCG this winter and it was in Hong Kong but I think I understand that I still have a lot of work to improve myself on that. But eventually after seeing whether it's a supply chain or a more technical supply chain consulting position and then I will get like an MBA and then…but right now having realized what is the space for improvement and I can just start working on that sooner then I think that will be very helpful.

Victor: Okay well great. Thank you for the feedback, I appreciate it. And good luck with your next steps in terms of your career.

Candidate: Okay and thank you very much.

Victor: All right take care.

Resume Rewrite

Candidate 311 Interview Transcript

- **MBAs**

Candidate # 311

Victor: Hi everyone its Victor Cheng and I'll be rewriting today the resume from
                 Candidate #311. We're trying to maintain a little anonymity here.

                 Let me show you the resume real fast and this particular candidate has an MB…in
                 the process of finishing an MBA or did you already finish, I guess you already
                 finished yes?

Candidate: No I haven't.

Victor: Okay yes 2012 sorry I misunderstood. It sounds like you're finishing up your last
                 year. He has a lot of experience at American Airlines. So this resume, what was
                 interesting about this resume was, I think, it meets a lot of the criteria needed for
                 an MBA level resume. But it was a little hard to get the essential points in a very
                 fast read.

                 So part of the process is making sure the resume reader who initially spends about
                 10 seconds glancing at the resume catches enough of the important things that the
                 person will stop and actually read the resume in its entirety. This one I felt the
                 credentials were pretty strong or competitive but I almost missed it. I almost
                 rejected it out of hand because I missed a couple of things because they were a
                 little hard to see.

                 As a quick review, here I have some criteria. This is a version of a criteria
                 worksheet that everyone listening in will have access too. So I'm going to use
                 Column B as our main criteria which is the Top 3 firms and to some extent the
                 Top 10 firms.

                 So what we're looking for at the MBA level is loosely speaking Top 10 MBA
                 programs plus or minus a little bit a GPA level performance that's 3.5 or higher,
                 either undergrad or grad or both. Quantitative test scores in the 95th percentile and
                 then work experience, several years in meaningful roles and major
                 accomplishments with well known companies.

00:02:08

                 So this resume I think has most of those if not all of them but it was a little hard to
                 grasp. And I almost just rejected it right out of; in my mental exercise I almost
                 rejected it because I didn't notice certain things.

                 First of all, Candidate 311 thank you for participating in this and I appreciate it.

Candidate: Absolutely no problem, I'm happy to be here and thank you for taking the time.

Victor: No not at all. So first thing is with a consulting resume, in particular, consulting firms are very sensitive to educational and academic background. In particular, schools that you've been to.

                 So with this resume the first thing I would do is move the education right to the beginning particularly with the Northwestern at Kellogg it's a very reputable school and extremely well respected by all the top firms globally. And you have it but its on page 2, so most resumes you're competing against are typically one page. So it's entirely possible that someone going through it quickly would miss it and so that would be my first thing.

                 We're going to rewrite this real time. With respect to…so that's the first thing we want to get Kellogg in there and all that looks fine. The GPA is good and so make sure it's up there and the GMAT is good enough it's right at what you need it to be and so that's good as well.

00:04:04

                 One of the other challenges is it is long and so I'm going to try to get this into one page and we'll see how we do. If it goes a little over you might want to use 2 pages but you really should try to get it to one. So part of that is picking what is the most important thing you need to cover.

                 One thing a lot of candidates do on their resume is they…because they work so hard in doing all this work over the years; they feel somewhat compelled to list everything they've ever done. You work 100 hour a week at this one job 6 years ago and it's got to be at least a bullet point right?

Candidate: Yeah.

Victor: There is a certain therapeutic usefulness to that but from the getting an interview standpoint, you just want to make sure every bullet point and every line adds something that you need to convey in the resume that's not already conveyed in there.

                 For example, let's look at my criteria here and my criteria is the first thing I'm looking for when screening the MBA level resume is, is this a well known business school? Have I heard of it essentially? A lot of firms will have specific lists of programs that they deem preferred and on most of those lists if not all Kellogg is certainly on there.

                 So if I were to score this resume so far the way we've rewritten it, you already get 1 point if you would here for having a Top 10 MBA program. Then we have

another point because you have a pretty decent GPA, 3.5 at Kellogg and it's a well known school, so you get another one – check.

00:05:53

When I look at your undergrad GPA, the 3.4 GPA at Texas A & M seems inconsistent to some extent with the 3.5 at Kellogg. I would have expected this would have been higher so we can debate a bit on whether we want to include the undergrad one.

Candidate: Okay.

Victor: And then the 3.9 in the undergrad institution that you went to in India that is a good GPA but I'm not familiar with the school as much, so it doesn't necessarily add anything unless I'm recruiting for an Indian office and you were intending to go to an office in India. Quite often one of the challenges in resume screening is that sometimes a lot of the candidates have very international backgrounds and it's very hard for a resume screener to be familiar with all of the schools, all the grading systems, all the awards in the 40 major countries around the world. It's very hard for one person to know all that.

So you're sometimes at a disadvantage if you're applying where most of your background is international and you're applying to a different country where the reader wouldn't necessarily have a lot of that background.

So what we look for here in our criteria is provide the minimum amount of information necessary to score your points. My thought is that I would be inclined to significantly reduce the number of bullets for these 2 experiences because Kellogg is sufficient to saying hey I'm in a major MBA program and doing pretty well. My math abilities are reasonable and therefore that's enough. Then the rest will be where did you work and what did you do when you worked there?

00:08:01

So we're likely going to cut a lot of this out. I'll leave it for now but I just wanted to walk through my thinking there.

So we have these first 3 points covered and I'll change it to a different color so it's easier to see. Then the other one and this is worth 2 points is the work experience and, in particular, on the work experience we're looking for a couple of things.

First of all, a well known company in American Airlines and certainly it's a very well known company and we're looking at the roles you had and in particular a

couple of things. Have you progressed in your roles there? The longer you've been working the more we want to see promotions and increasing responsibility, every 1 to 2 years typically. And in those roles did you achieve something pretty significant in terms of results for that particular department or company? Did you have a chance to really use analytical skills on the job? And did you have a chance to have interpersonal skill experiences of leading others and getting things done?

So those are the things we're looking for in trying to award, let's say in my particular system 2 points for the candidate. Does that make sense so far?

Candidate: Yes.

Victor: I'm going to delete the section here around the summary because I'm more interested in what you did and who you did it for and so you'll have some context here.

00:10:00

So these things you've done it largely doesn't matter until I know who you did it for. I don't know if it's an industry wide bias but it is certainly a personal one. And most of the resumes getting approved and accepted don't usually have a summary. Usually the summary is a duplication of the points already in here.

I'm going to delete that for the time being and flip things around a bit. The most important thing is American Airlines. You always want to put the most important thing high and the most important thing to the left so it stands out. In your original version I see Principle Business Consultant. For me principle business consultant isn't meaningful because I don't know who it's for. You could be the principle business consultant and sometimes it is being a consultant is perceived as being unemployed, so everyone who is unemployed is a "consultant."

But Principle Business Consultant for American Airlines that is entirely different and very significant. So when I first read your resume I saw Principle Business Consultant, Business Consultant, Business Consultant and no MBA, no GPA, no GRE, no GMAT reject. That was what I said in the first 10 seconds.

Then I took a closer look and wait a minute it's at American Airlines, oh wow for 7 years oh that's important and I missed that. Then I said oh I didn't realize there is a page 2, oh the guy is a Kellogg grad that makes a big difference. Now I want to slow down and read it more carefully. So on first glance I rejected you and I took a 2nd look on a whim and said wait a minute this is actually pretty good. So I pulled it out of the rejection pile and put it back to maybe I should read this more carefully.

00:12:02

Candidate: Okay.

Victor: You don't want to risk that and so you want to make sure all the important stuff is first. There is a phrase we use and I do a lot of marketing and one of the phrases in marketing is what's called "above the fold" and it's a phrase from journalism.

Above the fold is basically this, everything that I'm highlighting now on the top half of the page. And at first newspapers were originally folded in half when printed and so you wanted all your major headlines above the fold because that was the part people could see when they were walking by the newsstand.

Candidate: I see.

Victor: So you want to get all your important stuff above the fold so people notice it. Then when people read they read from left to right, particularly in English and so you want American Airlines ahead of Principle Business Consultant.

Let me flip back to your other version here…

Candidate: Am I supposed to be seeing something that you're seeing?

Victor: Yes I'm sorry I forgot to hit the button. My apologies you should see it now. So we moved your education up high and now we have your work experience here.

So we have American Airlines and we're going to leave American Airlines here and let's do a right justify here and I'll move it out of here and we'll do it the old fashioned way. Work experience American Airlines and we'll use Garamond font 11 for now. Then we'll copy and paste and see if it will work.

00:14:17

Then we have your dates and roles and put this in italics and I'll make a bigger font it's easier to see on screen and you can down size it later. Let's change some spacing.

Candidate: Quickly Victor on the job at the Principle Business Consulting, in my company, if I pull up the HR list that they have of all the employees, my title is actually Principle Operations Research Consultant. And it is actually not business consultant. The reason I modified it a little bit is this actually describes much better what I do rather than operations research. I just thought this was more descriptive. Is that okay?

00:16:16

Victor: I'm inclined to say yes but at some point someone will check. You might do this I'd put it in quotes so they know it's a paraphrase. So you're some kind of consultant right?

Candidate: Yes.

Victor: As a reader, I more care what did you do while you were this consultant? That matters more. Some firms Human Resources, usually after the fact will call your former employers and verify did you actually work at American Airlines? Were you in some kind of consulting role? So if it is very similar I think it would be fine. If you said you were a CFO and you weren't that's a problem but whether it was a Business Consultant or an OR Consultant, as long as you put it in quotes you're not hiding it but you're indicating that it is sort of paraphrased and so you can debate that a bit.

Candidate: Okay.

Victor: Let me get your bullet points over here. Now we're coming down in space and so I'll start trimming here a bit. I'll pull all this out up here. Tell me about like these points here they're not that strong and so we're going to cut some of them I think. The most important one is this one, this is by far the one that will get you the interview, so let's move that first.

00:18:16

I'm going to be kind of harsh and…

Candidate: No, no be harsh.

Victor: Okay all right.

Candidate: I'm all for it.

Victor: All right, so I would say I would do Officer of the Consultant Club and most likely I'll cut this too because you have better experience elsewhere. Your major, is there any chance it will change?

Candidate: Actually there might be an addition to it. I might also get one in marketing depending on how it goes. It looks like it's all 3.

Victor: All 3 okay. I might leave that in. If we're short on space I might cut it. Actually you have so many interesting things at American Airlines I would rather put that in and so I'll cut that out.

Candidate: Okay.

Victor: Then let's go ahead and take care of this stuff on the undergrad and let's play around with margins. Perfect it's a tight margin…

0:20:00

               …oh much more space. So we're going to pin some of the text to the far right. I have to do one at a time unfortunately.

Candidate: Yeah if I hadn't had it in that table format it would be easier.

00:22:00

Victor: Yeah and part of the formatting process and the reason I'm doing it as a recording, generally speaking the format doesn't matter that much as long as the right information is there in the right order.

               But one of the reasons I think I'm going to put together a template is mostly for space. You want to get it all in and it can be challenging sometimes. So we want to get it all to fit more than anything else.

               So on this one 3.4, at Texas A&M the GPA is 3.4 relative to say undergrad?

Candidate: My honest answer I was actually having to get out. I was there actually in and out getting my graduate degree (23:30 – inaudible). The last semester a lot of time was spent job hunting and so I really hadn't put in the effort in the last quarter. The first quarter was hunting for internships because I was completely unfunded and so I had to look for something on campus. So really the 1st and 2nd quarter (24:00 – inaudible).

00:24:00

Victor: Okay. Here is the challenge and so this is a tradeoff and I can go a couple of different ways on this one. We can take out GPA for your undergrad at Texas A&M but it will look like you're hiding it.

Candidate: Right.

Victor: If you include it the 3.4 will seem kind of low relative to everything else. Did you take the GRE?

Candidate: Yes.

Victor: How did you do on that?

Candidate: The GRE oh boy the GRE I think was this was when the scoring was different back in 1990. I think it was 2010 (24:45 – inaudible).

Victor: Do you recall what percentile that was for given that time period?

Candidate: I don't.

Victor: Is your GMAT better relatively speaking or was your GRE? Do you have a feel for that?

Candidate: I think the GMAT was better.

Victor: Okay we'll put the GMAT in there. I was going to say if the GRE was extremely good then you would want to put that with your Texas A&M to offset that. Okay this was more function of time or focus rather than he worked really hard to the best of his ability and 3.4 was just the best he could do.

             On this one, I'm a little undecided on this one and for our purposes I'm going to take them out. You may want to put them back in because it is very much a tradeoff decision.

Candidate: Okay.

Victor: The problem is if you take out Texas A&M's GPA but put in the one from your undergrad and then…

Candidate: Yeah it looks even more suspicious.

Victor: Yes it looks more suspicious. You go wow 1st class honors; top 5% and I don't know the school but shoot that's pretty good no matter what school it is. But why hide stuff on Texas A&M? So there is a bit of a tradeoff there.

00:25:58

             So with prizes, particularly cultural prizes that doesn't mean much. This doesn't mean much, undergraduate school…sometimes this can be, the sports can be if it's significant enough. So were you ranked in the top 5%?

Candidate: Yes and this was off my (26:28 – inaudible) program.

Victor: Yeah.

Candidate: Not the entire grad school.

Victor: I'm terrible at spelling so you're going to definitely want to spell check this. I would take all this out and so again, GPA in or out I'll leave up to you.

Candidate: Okay.

Victor: Now 1st class with honors is that well understood in India what that means? Or was that specific to your school?

Candidate: So my school GPA that is on there actually it should be an interpretation of the GPA. We actually don't follow GPA percentage. If you look at my transcript from the undergrad, the transcript says based on the participation considered for class honors. Yeah in India it is known.

Victor: All right. So I'll unbold this because they'll look and at Texas A&M, the graduate research assistantship is that a selective process?

00:28:25

Candidate: Yes.

Victor: How many people applied and how many got it?

Candidate: I would say our entire class of about 40 to 50 people and actually it is only 1 person from the Master's program that got it and it was me.

Victor: So 1 out of 50?

Candidate: 1 out of about 40.

Victor: Okay is it by rank or did you have to apply? How does it work?

Candidate: It's a combination. First you send your resume to the professor who is doing the assistantship and he looks through it and then it gets processed and then make a decision.

Victor: So whenever you have any kind of an award and particularly one that is not broadly known, you want to use some kind of phrasing and preferably a more

concise version of something like – awarded to like 1 out of 40 students or in this case the top 2% or something along those lines. So I'll leave it to you to take this bullet point here and tighten it up and get it onto one line.

00:30:00

And so this is really important and a useful point, so you notice that in the rewrites I've done I've put in top 5%, I put top 1 out of 40 although 40 seems kind of small and if it was 1 out of 400 or 4,000 that would be better. You might put it as the top 2%. Those kinds of things kind of quantify your performance in more concrete terms. So when you as an award, it's always useful to define how selective the award is and the more selective then generally the more attractive it is to the resume screener.

Candidate: Right.

Victor: And for consulting, I would take out this line because most people don't know what that means. If you were applying for more of an engineering job you would want to include it.

Candidate: Okay.

Victor: Also, it is useful to if you put GPA first you want to be consistent about that. I'm not going to focus too much on the formatting here. This should be a bullet point as well.

So now we covered the key things in about 1 1/2" of space and this frees up space to really focus on your work experience. Okay so Principle Business Consultant let's get all this over here and we'll whittle that down in a second. Then we have the Senior Business Consultant okay and that was January 2004 to April 2008.

00:32:22

I usually, at least in the US, I'll use the 3 letter abbreviation for the month because for some long months it looks too long and like we have too many words. So we have Senior Business Consultant in there and let's move those bullets out and then we'll get to the rest later.

Okay so let's look at American Airlines. First of all, on your first bullet point you led a cross functional team and so that's good. You numerically defined how many people you led and that's good. Did they report to you or were those basically team members?

Candidate: They were team members and not direct reports.

Victor: Okay great. Then this patent pending decision support framework, what does it do? Did it end up being used?

Candidate: That's an excellent question and actually it is going to be used probably within the next 2 to 3 months. And I've yet to quantify the dollar amount vested but it is going to far outstrip some of the other numbers.

Victor: Okay and so at some point if you happen to talk to your old colleagues and you know what that is going to be worth and you can estimate it, then you want to put the estimated impact in dollars.

Candidate: Okay.

00:33:05

Victor: The cross functional team, what other functions were represented on that team?

Candidate: Okay so just a little bit of background of the nature of the work I do. I'm part of an analytics group and we interact with the business unit that solves the business problems, so it could be operations or planning or what have you. And the 3rd player in this is an IT group.

                So we are the analytics group and we come up with an idea and we then we make the prototype or concept model, so we need to use the software (34:36 – inaudible) to get the data on the front end. Then the smarts behind that application is what we provide.

                So the cross function part comes in when we're dealing with the IT technical shop and we are the analytics group and then we talk to the business unit. So it is those functions, the IT function, the business function and the analytics function which is us.

Victor: Interesting okay. So you were doing a lot of analytics there?

Candidate: Yes.

Victor: Okay totally didn't get that. To be totally candid I devoted 60 seconds to your resume probably at most. Here is how you have to visualize resume screening and this is how I did it. I printed out a stack of 150 resumes I had to go through and figure out which I wanted to grade and look at and rewrite and put into different piles. I take a stack of 150 resumes and in my case sat in the sofa at night and I'm tired and it's the end of the day and I have to get it done which is the classic consultant life.

Okay I'm going to put an hour or two in at most and I have 150 to go through, so it's fast and it's brutally unfair in many ways but its just reality. So that's a human based screening process.

00:36:00

I don't know if a lot of consulting companies are using this yet but they will use a computer based screening process which is even more unfair. There they're looking for the words GMAT and then a number next to in preferably over 700, they're looking for Kellogg and the top "x" percent and those types of things. They're looking for all Fortune 500 names and flags a resume that has a Fortune 500 name on it and that kind of thing.

So with this since you did a lot of analytics this really speaks back to our criteria of having analytical skills and it sounds like you do. I mean you've been doing it for quite some time.

One thing to consider is we need to bring out the analytics point very, very clearly. So you can do it a couple of ways put it as business analytics like that or you can say analytics for analytics support I don't know. Is it a team or a department?

Candidate: Yes it's an internal analytics consulting group.

Victor: Okay internal analytics consulting group. So maybe you can say something like this or do it like that.

Candidate: Yes that's great.

Victor: I use the parentheses a lot in resumes. So if you're trying to get a point across sometimes it is easier to put it in a parentheses. For example, let's say you're working for another airline, not American Airlines, but maybe someone had never heard of it or you're working for a Fortune 500 company that has $40 billion in revenue but not a consumer oriented company, so most people don't know about it.

00:38:00

For example Cargill I happen to know it because they're one of the largest producers of wheat and agricultural products in the United States but most consumers don't know that. They're huge and much bigger than most companies you have heard of. So you would say something like American Airlines (a Top 3

US air airline carrier) and you can define what it is in parentheses, so it gives a better context.

Here I wouldn't put that because we already know what American Airlines is and you can assume that's the case. If you ever have an experience where you're in one country and applying for a job in a different country then you need to define it. So you work for the #1 telecom company, a friend of mine works for a telecom company in Switzerland but I don't know who the telecom companies are in Switzerland, so on his resume he has to write the largest, the #1 telecom carrier in Switzerland. Oh okay that seems like it's a pretty big deal.

So I'll take that out here, Principle Business Consultant and so you can define that here and this helps to get you points for analytics. Does that make sense?

Candidate: Okay.

Victor: So of the experiences here which ones were ones where you really did a lot of rigorous analytics?

Candidate: I'm sure the top 2.

Victor: Are the top 2 the same experience or different ones?

Candidate: They're different and were 2 different initiatives yes.

Victor: Tell me more about the second one. You did a $5 million in savings for them from…what is Pilot Manpower Planning? Is that staffing?

00:39:59

Candidate: Yes this is pilot staffing. I'll give you a quick overview. So the airlines schedule for the next 15 months and they say oh okay this is the schedule we want to run. We want to run 10 flights from Dallas to Chicago every day and they do that every month. So you have a forward looking schedule that you want to plan for.

So they have to figure out how the schedule is going, so like they're going from 5 flights a day to 10 flights a day over the next 2 years, depending on how the growth is they have to plan for the pilots to be able to fly that schedule. And all these pilots are trained for one specific (40:40 – inaudible) so depending on the growth of schedule there is in flight growth in (inaudible).

So at what point do you train which pilot from which (40:57 – inaudible) so they can meet the forecasting demand.

Candidate # 311

Victor: Got it so really you're trying to schedule pilots and you have to manage the pipeline of pilots that are trained for a particular type of aircraft. Is that gist of it?

Candidate: Exactly.

Victor: And there is some lead time so they need to train months in advance before they can actually fly the craft when the schedule…

Candidate: Yes.

Victor: Okay. In terms of the analysis what kind of analytical tools did you use? Is it data mining? Was it regression modeling?

Candidate: This was a mathematical optimization tool.

Victor: Off the shelf mathematical optimization tool that people heard of or something you built in-house?

Candidate: There are 2 pieces to it. There is a product called (name 41:48) and that is the math but we can't use it directly and have to kind of model. So we actually create a math model to give to the pilots for training and so on and then invoke the software.

00:42:04

Victor: What was your role in the analytical portion of that? Were you the one personally doing the analysis and using the tools?

Candidate: Yes I was the one creating the math model and invoking the software.

Victor: Okay and the $5 million in savings is that a hard true actual savings or an estimate?

Candidate: It's actual.

Victor: Okay and how many people were involved in this project?

Candidate: Myself and one other colleague.

Victor: Who was in charge?

Candidate: I was the one leading it and he was helping me out with the modeling and the debugging and things like that.

Victor: Okay got it. Then when this project was done was there a big deal made out of it? How do we know this was important, I guess, to the company?

Candidate: Yes, first of all, right from the (43:07 – inaudible) and they've been in a pretty bad financial spot. But they still wanted to go ahead and get a patent which don't come cheap. So they tried to get a patent for this and there is a whole process the patent goes through and then it goes all the way up to the CIO who needs to review this and say okay does this make sense.

             So the benefits of this were it was created all the way up because we needed to justify the patent. So benefit analysis were done from the lowest analyst all the way to the director and the CIO who wasn't aware of all the benefits.

Victor: Did they actually file a patent?

Candidate: Yes.

Victor: Was it awarded?

Candidate: No these things take a long time.

Victor: Yeah a couple of years I know. Is your name on the patent?

00:44:02

Candidate: Yes.

Victor: How many patents that are pending have your name on it?

Candidate: Two of them, so this one…let me back up. The first one also has a patent pending, the (44:20 – inaudible).

Victor: Okay.

Candidate: And the 2nd one also has one and I believe they've already filed it with the patent office. The first one the group is in the process of filing the patent.

Victor: Okay. I would say inventor of record for 2 patent pending I don't know mathematical I don't inventions. You might want to change the words but I hope you get the idea. Here I would say led lead analysts, let me think, so generated $5 million in confirmed cost savings from mathematically optimizing pilot scheduling and training pipeline planning. So inventor of record for inventions related to…you might add a few bullet points here.

I flip this around and so not only are you good at math but you're actually good enough to, it's like a competitive advantage for the company.

Candidate: Right.

Victor: I didn't get that reading your resume originally.

Candidate: Okay.

Victor: I do now. So tell me about the decision support framework?

Candidate: So this is a framework where…one of the business things I consult for is called systems operations control, like the operations control center, it's like a central (46:56 – inaudible). They are the ones who make cancellation and delay decisions.

Victor: Okay.

Candidate: So let's say like from the 20th of this month there was this big thunderstorm (city – 47:11) and there were a lot of cancellations and delays and so on. So this framework actually is designed for action in terms of cancellations or delays. One thing is it also has (47:26 – inaudible) to take some action, again in terms of cancellations and delays.

So the risk is what happens if I don't take any action? Are the flights going to be so delayed that my crew is going to (47:42- inaudible) and I run the airport way into the night, passengers get disrupted and so on. So that is the risk it helps manage. Then also recommending what is the best optimal solution to come out of this would be, so it's a decision support framework.

00:47:56

Victor: Okay so decision support framework is it just like a decision tree or a computer system or a checklist?

Candidate: It's a computer system.

Victor: Okay. So develop and then with the service disruptions was that at all related to some of the new rules that the government passed around service delays exceeding a certain number of hours?

Candidate: Oh that's absolutely one important aspect of all the considerations, absolutely! That is why there is a very heightened sensitivity now to, people have become really sensitive to the fact of having…and it's one of the things of not being

happy in the sense that, with that rule any little risk of (48:47 – inaudible) and that leads to a bunch of cancellations.

Victor: Okay so this might be overstating it and if it is you can tone down the wording. But we'll do led 4 person cross functional team to respond, in response to passenger, I think it was Passenger Bill of Rights, wasn't it something like that?

Candidate: That's correct.

Victor: Passengers Bill of Rights to develop "what if" computer model to decide on flight delays and so basically delays versus cancellations or what are the outcomes people decide on?

Candidate: Both actually.

00:50:10

Victor: Forecast consequences, to model, to forecast consequence of delaying versus cancelling a flight. So a couple of things here, the Passenger Bill of Rights it is in the news so people who aren't in the airline industry have heard of it. Certainly about a year ago you saw people stranded on the tarmac for 8 hours. So this suggests okay the airline is really worried about this and it's a big deal, so do we delay or cancel? It's kind of complicated and not obvious and they went to their go to person, you, to lead the team to save the day. So that's kind of the message we're implying here.

            Were these mathematical algorithms or…?

Candidate: Yeah.

Victor: So what we're looking for always is for each incremental line of space what does it add and can you still get most of that with one less line? So it's a very detailed process we're going through here.

00:51:58

            Here we have on this first bullet point, we're at 2 lines and not really using that 2nd line very much and so we have little tricks like trying to use the ampersand. So generated $5 million, I still like million, in and I kind of like confirmed, confirmed savings by mathematically optimizing pipe schedule.

            So on the $5 million in savings where is the savings coming from?

Candidate: It comes from the fact that you're not creating too many pilots where they're not needed. And you're not increasing pilot shortages where they're not needed.

Victor: All right, optimizing scheduling and training by avoiding…

Candidate: Avoiding costly surpluses.

Victor: Let's not use that word, avoiding unnecessary training and pilot shortages. So on this bullet point, I can't do it live here because it takes too long but try to put it into one line because I think it's only worth one line but if you're going to use 2 lines you might as well use all of it.

00:54:05

Candidate: Okay.

Victor: So by avoiding unnecessary training and pilot shortages. Let's move on. Of all these things…these are good examples of what I call "doing stuff." When this stuff was done for any of these examples, what was the most significant outcome of the stuff?

Candidate: You want me to walk through each bullet point?

Victor: The most important ones, which one had the biggest impact?

Candidate: Okay. I'd say the top two.

Victor: Okay and tell me about them.

Candidate: Okay so the first one is kind of related to the very first bullet, sorry not the first bullet but second one, the Passenger Bill of Rights. So we are actually 2 airlines in one. There is American Airlines which is the main one and then there is American Eagle.

               So this Passenger Bill of Rights tool that was for American Airlines but then actually (55:38 – inaudible).

Victor: Okay.

Candidate: So there was an effort for American Eagle as well to start using this tool or at least start looking at it. So that's where one of those…so American Eagle so that was one line and the 2nd line was actually it's related to the 1st bullet this one, in the sense that it initially started out for American Eagle and then I had American Airline interested in applying, so it sort of went the other way.

So the pilot tool, I had Eagle initially for the pilot tool and for the Bill of Rights tool I had American and it went to Eagle.

00:56:16

Victor: I think that's more of an internal thing. As an external person I didn't know it was 2 airlines and just assumed the word American means it's the same thing. I wouldn't devote space to that.

Candidate: Okay.

Victor: A quick question on this bullet point here for the cross functional team, who else was on the team, what roles and what departments?

Candidate: Again, it is the 3 I mentioned the analytics group who were actually 3 people, me included. Then we had one person from the IT shop and we had a business unit liaison.

Victor: What was the background of the business unit liaison?

Candidate: This person was very familiar with disruption on cancellations and delays.

Victor: So like a schedule management type person?

Candidate: Yeah they are official managers who set up our onsite taking off decisions or cancellations.

Victor: Okay, so it shows you can work with and actually I flipped it around and what we're doing here is showing the diversity of who you can work with.

00:58:08

Generally, IT people are different from analytics who are different from operations. If you work with salespeople you want to put that, if you work with marketing people you want to put that, so it shows that it goes back to this point here around leadership and achieving results through others.

So part of your ability to succeed in this approach was you could get the most you could out of the person in operations and you got the most you could out of the person in IT and so that speaks highly of you and so you want to put that in there.

So this one, I'm sure it was a big deal to you internally but externally I don't really see the difference. So we'll just toss that out.

Candidate: Okay.

Victor: And this was your next biggest accomplishment right?

Candidate: Yes.

Victor: And what was this exactly?

Candidate: This was about during scheduling (59:06 – inaudible) example, they have all these issues and flight schedule delays. How our competitors react to weather instructions was actually very different from how we react to it.

Victor: How so?

Candidate: So this was about, for instance, it goes back to how they allocate their (59:28 – inaudible) across their main line and their regional carrier. So United might delay and cancel their regional much more and so they would sacrifice the regional carrier for the sake of the main line carrier. So that insight was actually important because we had to define our own policy on weather instructions how do we direct our regional? So it was analysis of our (1:00 – inaudible) for our own policy on weather disruptions.

01:00:05

Victor: Okay so performed competitive research, good phrase by the way, on their handling of weather delays and cancel versus delay of weather problems. How did you figure this out? Did you just math…is it by schedule data that you figured it out?

Candidate: Yes.

Victor: Okay I'm going to toss that because I want to get some other things in there. So here from the first couple it's pretty clear you can do math. So you have the MBA, the raw math scores are good and then like you saved American $5 million from better math and you have 2 patents. Okay so you can probably do addition and subtraction and multiplication, which is what is needed in consulting. Literally, it's arithmetic like what you teach a 9 year old child but you have to be extremely proficient at it and think more in those ways.

               So suddenly when I'm reading this versus again your original version, here on the new version I'm getting the impression that you can add, subtract, multiple and divide to the level necessary in consulting. In fact, the level you're performing it

at currently far exceeds what is typically needed in consulting anyway. And I get that now but didn't get it before.

And so within 3 bullets and 5 lines we've conveyed that you can do math.

01:02:01

What happens is in each of these areas you want to think about how you stack up on this criteria. I would say you're doing pretty well on analytical skills and you've got a couple which have achieved results which is great. So there comes a point of diminishing returns.

So if you put more bullets where you did 19 other mathematical optimization models that all did what they were supposed to do, then after the 2nd or 3rd one it's like okay I believe you and you're taking up a lot of space. So you always have to trade off, can I use the additional space to convey one of the other points that is weaker?

So far you're doing very good on analytical skills and pretty good on achieving results. You're light on so far on what we've covered on leadership and really interfacing with other people. So the question here is okay is this guy…this guy can probably sit in front of a computer but can I put him in front of my clients? Can I put him in front of my senior clients? Can I put him in front of "low level" front line employees, blue collar workers, truck drivers, phone operators or is he too high brow for that?

So that is the question I have is basically are you strictly a nerd or are you a nerd with people skills? So we need nerds with people skills.

Candidate: Right.

Victor: So this is interesting and tell me more about this Corporate Town Hall thing.

Candidate: Okay so twice a year our CIO, our former CIO actually we got a new one, holds this State of the Organization meeting and it's basically to take stock of all the major issues that are going on and really set positive vision for the organization, in terms of the culture and in terms of new technology they're going to go after, employee tools, customer tools and so on.

01:04:01

So it's really a look back and where we are right now and what the future is going to be. So this is a snapshot that is shared with the organization and the entire management of that, I was on the organizing committee for that.

Victor: So you were nominated and you worked with them or you were nominated but didn't work with them?

Candidate: Both nominated and worked.

Victor: Okay let's forget nominated, it only matters if you did it. If you got nominated and it didn't work then it doesn't matter. So tell me how did you…did you work directly with the CIO? Was it part of a group? How did it work?

Candidate: There were about 5 people nominated from across the organization and I was one of the five. Basically, we were tasked with 2 things (1) is what is the meat of what we're creating? So go out and try to figure out all the meeting initiatives across the organization, what are people doing that are of importance or of significance and try to sort of get futuristic projects that people are thinking about and collect all the meat of it.

               Then along with it and what was very important for our CIO was what is the…how do you put all this meat on it if it was a good story? So we had to…

Victor: Okay and who led this team? Were you the leader or just a participant?

Candidate: We were all participants and our CIO was leading it. We were given the aspects of it and I was tasked with certain aspects and other people had their own.

Victor: Okay and was this the CIO for all of American Airlines or maybe a division?

Candidate: No this was the CIO for American.

Victor: This is like *the* CIO?

Candidate: Yes.

Victor: Sometimes they have more than one so you have to ask. So were you picked by the CIO or nominated by one of your managers?

01:06:04

Candidate: The latter.

Victor: Okay, so let me think…how many employees are in the...do you report under the CIO's organization? Is that where you reside in the work chart? Hello? Hello? Okay he's logging back in and so we'll take a break. Are you back?

Candidate: Yes.

Victor: Great. So on this one how many people…your part of the CIO's organization is that right?

Candidate: That's correct.

Victor: And how many people are in the CIO's organization? Is it the 800 plus employees?

Candidate: Correct.

Victor: Okay got it. So selected as, let's see, selected as 5 out of…let me think. So was 1 of 5 people to developed Chief Information Officer's State of the Organization presentation to 800 plus employees. When you did that what did you actually have to do to develop that?

01:08:13

Candidate: I had to come up with the theme on how, what is the story? How do you give out all this information? Also, I was in charge of going after the mobile product that they're working on and so that was my product and then the theme.

Victor: Okay theme and then okay, so I'll say the storyline that you developed a theme and then you covered the mobility initiatives.

Candidate: Correct.

Victor: Okay. So this is a little long and might be worth 2 lines. You might want to try and trim this down. So 1 of 5 people to develop…let's do it. And it depends on some of these other bullet points. I would probably cut this if you have better ones later on showing that you demonstrated communication skills and can synthesize and that kind of stuff, then you might not want that. But if you have better ones for quantitative research you might toss this out too.

               So sometimes we put it in and write it all out and then cut at the end once we figure out which ones are the strongest points.

Candidate: Okay.

Victor: So let's move onto this one and on the Senior Business Consultant what were the 1 or 2 biggest results oriented accomplishments?

01:10:05

Candidate: The first one is for sure.

Victor: Okay and this was a flight scheduling…how is this different from the one up here?

Candidate: Yes this if for a specific type of weather event. Yeah it's without getting too airline on you it is when the airport gets runway constraints and the FAA needs to slow down the traffic, they allocate slots to you. So we're given 100 planes, 100 slots and we're allowed to swap it if one flight can take more (70:57 – inaudible) than another.

Victor: Right.

Candidate: In that complex sort of multi…there are many ways you can swap slots. So this algorithm allows you to swap slots in a way that saves you a bunch of delays.

Victor: Is it Arbitrage?

Candidate: Yes its Arbitrage but not at that level. What I mean is let's say there are 2 flights and one has a delay of 10 and the other a delay of 5. If you swap those you might still end up with the same delays so you don't actually gain anything there. But then the down line of it is much higher because…

Victor: Oh okay.

1:11:56

What you'll notice too is part of what I'm doing here that I should point out is I'm trying to de-jargon all the airline accomplishments you've had into things that are more understandable by a non airline person.

Candidate: Okay.

Victor: If you were sending this resume to United Airlines in the same group, you'd probably leave the jargon in because that person would more likely understand what you did. But you have to keep in mind that the reader for a consulting resume is looking for strategic overall business impact and so it needs to be written in a way they can understand it. Fortunately for you, a lot of consultants travel and so they're familiar with, especially the delays. So it's kind of interesting that you're on the forefront here of all the delays and trying to make it better. And so it seems very concrete when we dive into it.

So you have a lot of multi-syllable words and so you always want to figure out what is the essence of it and communicate the essence which is…basically to simplify it quite often you're making it less accurate but more understandable.

Candidate: Okay.

Victor: So let's toss this and let's see the other things you did as a Senior Business Consultant versus just a regular Business Consultant, which one had bigger either result accomplishments? And we're a little short on leadership and communication skills so anything that comes to mind in the remaining bullets that speak to those?

01:14:04

If you have any examples of those we can really use them it would help a lot.

Candidate: Let me step back a second and if you look at the role that I played like a Business Consultant Principle, there has been progress that maybe isn't obvious in all the stuff I've shown you. It is a lot of the leadership stuff is actually in the Senior Business Consultant.

Victor: Oh it is? Okay.

Candidate: Yeah. For example, the Bill of Rights and the pilot training stuff that and specifically the Bill of Rights stuff has a tremendous amount of marketing that I need to do for this. So in terms of bringing multiple business units together to actually come and get behind this initiative.

Actually just late last week, I was meeting with 2 VP's from very different business units, having them and encouraging them to work together to support this initiative because without one or the other the initiative doesn't go through. And specifically it's the airport and the operations control center, if these guys aren't talking to each other it falls flat on its face.

Victor: Okay.

Candidate: So there are a lot of presentations, a lot of marketing to get them behind this and show them why it is very important for them, for their own individual operations to coordinate.

Victor: Okay.

01:16:01

Candidate: So there is a big sales pitch that has to go with all these mathematical models. You can't just build them and hand it to them and say hey good luck. The grass roots is the building and then gradually it needs to be escalated up the food chain to get to the people who are the decision makers behind this.

               So more than the math, the Bill of Rights is a marketing effort because it really is the marketing that needs to get things going.

Victor: Okay.

Candidate: Yeah it's really the principle position that has a lot of range.

Victor: Perfect and so we can save space on the other stuff. So let's figure out how to phrase this. And you were the lead person convincing everyone to do all this?

Candidate: Yes.

Victor: Okay so builds consensus and convinced airport…what were the 2 departments or 2 groups?

Candidate: Airport operations and control center.

Victor: Do they normally disagree with each other or do they typically work together really well?

Candidate: To put it mildly they disagree with each other.

01:17:57

Victor: All right let's see if we can find a phrase to write that diplomatically. Well you should rephrase this that they do not work well together and say it in a more polite way, of course.

Candidate: Yes okay.

Victor: To support Passenger Bill of Rights project. So served as primary consensus builder/leader to convince airport officials to work together for Passenger Bill of Rights project. Great and so that helps.

               In consulting we do a lot of consensus building and there is a lot of convincing. Quite often you're in the middle of two different groups with one foot in each group. So if you've done that it's really useful to state that up front here as you did.

We have something here on presentations and so let's do this, on Business Consultant we need to put something but we probably don't need to put that many lines because it sounds like your more recent experiences are more interesting. Is that right?

Candidate: Yes.

Victor: Okay.

Candidate: Well it could be more; they are the ones that bring out more of the leadership and more interpersonal skills and so on. In the past, there have been project that do saving and so on but maybe weren't significant information that hasn't already been covered.

01:20:02

Victor: Okay got it. So it sounds like then the other experiences are more on the analytical, analytically oriented?

Candidate: Yes.

Victor: All right, so here and let's go back to my other point around…let's see if I can get this to flip around the other way here. So if we already establish our points then there is less of a need to be as complete in some of your other ones. Let me move this back because this isn't working.

So we'll try here April 2001 to December 2003 and so we have to move that over a layer and zoom out a bit to see what we have. What should we say here? What is significant enough to include?

Candidate: The 2nd bullet point for sure I would say.

Victor: So let's put that one in and for the rest is there anything here that's not already covered above it?

01:22:08

Candidate: Probably not and the only thing I might mention is the second to last bullet, which is about really not analytical or leadership type thing. It is more about using (82:20 – inaudible) and using applications, how things are aligned. This operations control center they are inundated with data and information. It's a very highly intense environment and so they need the right information, the right (82:43 – inaudible) and so there is a human factor there.

Victor: I would say if we had more space I would include it because it shows another dimension around design, visual aesthetic design which, I think, is useful. But I think for what we're going for and given the space I wouldn't include it because the other ones are more important.

I would include this one because you got coverage for it. Tell me about the coverage in the Wall Street Journal.

Candidate: This was the Wall Street Journal was doing an article on how American Airlines cancelled flights. So they had this whole thing about 7,000 people who are on schedule and can fly every day and there are like 4 people who cancel flights. I don't know if that's a good thing or a bad thing but they were interviewing this one person and they asked me, you have all this complicated stuff how do you decide what to cancel? So he brought up the tool that I had been…and you know that's what the coverage was of. It wasn't purely on the tool but it was part of the coverage.

01:24:04

Victor: Okay. Was it an industry award?

Candidate: Yes it was an Industry Conference Award.

Victor: I would probably just put the Wall Street Journal unless the conference…would an average person knows what it is because I didn't recognize it?

Candidate: No only an airline person.

Victor: Okay so if you're applying to an airline I would put it in but otherwise I'd leave it out.

Candidate: Okay.

Victor: So this we're going to flip around. So you're teaching assistant role and that's while you were in school there right?

Candidate: That's right.

Victor: So if we didn't include it, it wouldn't look weird because it wouldn't look like you were unemployed. So you were a TA…

Candidate: I was a TA and an RA.

Victor: Oh you were?

Candidate: Yes both.

Victor: Oh yeah for here, this is the RA piece and so it's in two different places?

Candidate: Yes. The first bullet there that was the RA part.

01:26:05

Victor: Okay got it. So the RA part, this doesn't say anything that you haven't already said but the TA part is interesting. Let's flip it around and do Texas A&M, excuse me. So teaching and research assistant and then the timeframe is September 1999 to December 2000. Let's see if I can get this to work but I doubt it, so you want to move it over with a tab rather than spacing it out but I'll use spaces for now.

               Then let's do another line here and Bajaj Auto Ltd and that's in India. It's a call station right, did I get that right?

Candidate: Yes.

Victor: Okay move that over and okay. So we're going to get rid of the RA part because you more than conveyed that before. On the auto it's in India.

01:28:00

Candidate: I just thought of something you just mentioned, Bajaj used to be the largest 2 wheeler manufacturer in the world.

Victor: Really? Okay, 2 wheeler like motorcycles?

Candidate: Motorcycles yes and they have a variety of scooters and motorcycles and so on. They used to be the largest and I believe they still are the largest 2 wheeler manufacturer.

Victor: Okay so 2 wheeler doesn't make any sense to anybody. That's an auto industry term I think right, so I think bicycle, scooter, motorcycle manufacturer in the world. Obviously we have to verify that but we'll assume it to be true for now.

               This is good actually. So tell me about what you did there?

01:30:00

Candidate: I was recruited as a graduate engineer there. Our job was to make sure there weren't any supply chain disruptions. So we were the assembly line so we had to

make sure all the parts came in on time, it was staffed adequately, the decision on the (90:24 – inaudible) of the assembly line. So we had to make sure if you were running behind or ahead of schedule you were at your (inaudible), again depending on your shift. So it was making sure you were achieving your product levels.

Victor: All right so a couple of things. What was your title there?

Candidate: It was graduate trainee engineer.

Victor: Then were you in charge of that portion of the assembly line?

Candidate: Yes.

Victor: See parentheses and did the 40 workers report to you?

Candidate: No it wasn't like a reporting relationship. I was just asked to make sure that these folks were…I was responsible for what they were doing.

Victor: Okay so were you responsible for the output of the production line?

Candidate: Yes.

Victor: Okay did you supervise the line? Did you analyze the line?

01:31:56

Candidate: Yes so like I was saying we had to make sure, first of all, the line we had to make sure there were no supply chain disruptions. You had to make sure there was the right parts and they came in at the right time. I had to make sure the line itself was running smoothly and they had the supplies and all that stuff.

Victor: I tried to get that onto a single line. Let's see on your other stuff here, on this stuff here I would put the languages. So let's do what we call other and I would say we got this and if you had space maybe I would put this one in, it's kind of interesting but most likely you won't have enough space so we'll just put it there for now.

01:34:06

Then I'm inclined to get rid of the other ones. Do you feel strongly about any of the other ones?

Candidate: No not really.

Victor: Okay. Let's clean this up a bit and then we'll wrap up. So this will be 1999 to 2000 and this will be 1994 to 1998 and the…on most of these let's move them over and you get a little more space. Okay and let's look at the header and let's do this, all right there we go one page.

01:36:31

So we have American Airlines and Texas A&M, you got your auto scooter thing and we got your 2 things there. Okay so Kellogg GPA, GMAT is in, major I don't think matters one way or the other. GPA is a little off on the Texas A&M. American Airlines consulting analytics and I put adventure up here because it's a little unusual, so it gets attention and helped people read the other ones.

$5 million in savings, cross functional team and consensus builder, quantitative research, presentations at a CIO level or C level presentation skills, $18 million in savings and some serious results here.

Oh so this part we didn't talk about. Tell me about these last three.

Candidate: Okay, so the first of those highlighted ones a lot of the work that I did and have been doing, the end user of that is actually a unionized local. So these are folks with very different (97:53 – inaudible) systems because they aren't pay for performance. It is way different.

01:37:59

So since we go in to help improve a process, they have no incentive to help us. I really can't put it any other way.

Victor: Yes I know.

Candidate: So the only reason they will actually help us is if you have good relationships with them. So do you listen to them? Do you give them importance? It is all about building a relationship with people who actually have no incentive to help you. So I just wanted to bring that point out that it is a different audience there.

Victor: Okay and so with union and was it the individual workers or the or whatever the head of the union's name would be or title? Give me some more details.

Candidate: Yeah no this is down at the grass roots level and the individual union employees

Victor: Okay with unionized employees and teams and at American is unionized labor typically antagonistic of management or is the relationship generally pretty good?

Candidate: It has been antagonistic, especially lately. Yeah it's been sour for a long time.

Victor: This is good and so this is conflict resolution and this shows EQ. So we started off by saying you had IQ right, intellectual quotient and now we're getting to some of the softer skills to show you have sort of interpersonal judgments. Unions are tough and I've worked with unions and totally right, they're upset that you're breathing in their air.

01:39:59

                I used to work for Pacific Bell, not AT&T and the first day I showed up for work they filed a grievance in the first hour against me. It was mostly just to show who was boss. So it was a 6 person meeting for 1 hour to grieve my presence that I was stealing jobs from them. I'm like well this is interesting.

                Anyway, great it takes a diplomat to do that well. So you're hinting at that and it shows you have some EQ skills there too. So that definitely you want to include. I might not use the word persuade twice but something like persuade, to persuade them to adopt and I wouldn't be this wordy or at least not…get in the way of several process improvement initiatives. Got it and that's good.

                Then what about the other 2, anything significant there?

Candidate: That bullet point where you have your marker that stuff is, I think, already covered in the service consensus builder. Some of these roles overlap between the 2 positions.

Victor: Yes of course, so we'll just delete it. Is that all right?

Candidate: Yes.

Victor: Okay and how about the last one?

Candidate: It's crucially important for internal purposes. I guess what I was trying to convey is the willingness to sit down with these people who are in the thick and thin of things and walk them through or at least observe what they're observing on a day to day basis to really understand…

01:42:00

                before you start recommending solutions to really take on several of the problems. That is sort of what I was trying to get at with this, which is the willingness and ability to sit down and watch what the problem is before recommending a solution.

Victor: Okay. How did you physically do that?

Candidate: So at the control center and any time there is a weather disruptions which have been hundreds and hundreds over my career, I go over there and sit down with these guys and watch them make decisions and discuss and solve and so on about how they would manage an event and what's going on.

Victor: Okay I got it and this is good. So performed numerous…how many times have you been over there?

Candidate: Boy hundreds.

Victor: How many hundreds?

Candidate: 10 years that I've been there, so maybe I don't know maybe 30 events a year and so 300 plus.

Victor: And you go over there all the time, all 300?

Candidate: Yes.

Victor: Wow! So let's call them ride alongs/sit…and I don't know if it's a word or not but ride alongs/sits beside in…what do you call it the control center?

Candidate: Yes.

Victor: Operations control center to understand business processes and current decision human decision making factors and to grasp the key issues to be improved, I guess.

Candidate: Yes.

01:44:03

Victor: Good okay. I think my initial impression, I think, was right. I thought there was more to your background than I could ascertain from the original version. So let's see if we can put them side by side here. So here was the original and here let's use the new one. I'm going to point out what the differences are mostly for learning purposes.

Candidate: Okay.

Victor: So it is a big screen I'm looking at so I see both things and I don't see the text in that much detail but I see at the top of the resume Kellogg, great credibility, GMAT good, GPA good. Here I see Principle Business Consultant it doesn't seem as convincing. I look under work experience and I see, ah American Airlines and here I see Principle Business Consultant okay.

Here analytical group, invention, $5 million in savings, cross functional team, major issues that affect the airline that's been in the news, you're doing consensus building and doing competitive research. The CIO trusts you to write stuff that he or she is going to say. Another $18 million in savings and you've worked with unions and done ride alongs and you're not arrogant. You realize that people on the front line have judgments and so that's good.

The stuff you've done has made it into the Wall Street Journal. You've worked with students and with plant employees and working on supply chain…it seems like a pretty good package overall.

01:45:55

Over on the left we have and there is a lot of text and so part of it's hard to read. But you clearly have been very busy at American Airlines in a variety of roles. It seems like there is a lot of math involved but it's not as concrete. So sometimes it is very hard for a reader to figure out what exactly does all that mean?

So do you sort of see the difference there? Hopefully, the stuff on the right and we need to tighten it up a little bit more but it's a bit more concrete and hopefully a lot clearer and the bullet points were chosen very strategically to emphasize every element of your total package, which we have here in terms of the resume criteria.

Being very conscious of we start off with a lot of analytical skills and you have plenty examples of that. It turns out you have plenty of examples of leadership as well but that was buried a little and so we put those on there. We quantified some of the results numerically which you did a good job of over here. Here we made it slightly clearer but not by that much more.

So I think over on the right, if it were me I would be inclined to interview the person behind this resume. My only hesitation would be this GPA there because Kellogg is seen as a more prestigious and more challenging university but yet you did worse in a less prestigious university. It seems odd, right?

Candidate: Right.

Victor: So you might have to think about either deleting the GPA out of those or maybe they'll ask you but I don't know. If you delete those and they see the other stuff

maybe they won't care and so the problem is if it's there they might stop reading. So if you delete it…I think I probably would delete it and they would…delete it out of there and leave the ranked Top 5% in because that's useful.

01:47:52

Then they might come back and ask you what that was and you can tell them. But at least they had a chance to be impressed by everything you did at American. I think that's how I would do it. Yeah a 3.4 is just a little bit, it's a little incongruent and everything else seems really good. It seems very consistent from top to bottom except that one GPA point. So that's the only thing I probably would play around with.

What I'll do too since we did this live, I'll take and clean this up a little better offline and I'll send you the Word document for you to touch up. Then hopefully we'll see how it does in the real world. But these are some things that I hope will be very helpful for you.

Candidate: This is excellent and just a couple of points I want to make. This is really useful. I would just like to see someone who has been there and done that and to hear your perspective I think is really very valuable so that's one.

Number two, I'm a huge fan. You won't believe this even my wife knows your name. That tells you that I hold you in very high regard and I enjoy your cases. I think the collective cases and you collect them yourself, I think, is something to strive for. So Candidate 311 is mightily impressed and thank you again.

Victor: You're quite welcome. One last point I'll leave you with before we finish up formally. When I was asking you what you did in some of these bullet points, your answer could be a lot more concise. I would on my CaseInterview.com site, if you go to the search area I have something called the Parade Method for answering resume questions.

01:49:53

So if I was doing the informational resume interview rather than case interview, I would say oh that 4 person cross functional team on the Passenger Bill of Rights, tell me about that. And you want to practice your answer to that so it is more concise. I think it took like maybe 2 to 3 times more sentences, I think, then was necessary and I think…so your verbal answers to my questions and the way you wrote your original bullets, the message I picked up from it reading between the lines is you're not cutting to the chase to use an idiomatic expression. You're not getting to the most important point fast enough on your resume points.

So I think you want to get better at that because it's interesting stuff that you've done. Once I got to understand it, it's very interesting but if you can get the answers to be sharper and the most important thing first and then elaborate in detail, much like the synthesis approach in terms of the case interview I think you would be well served by practicing some of those.

Candidate: Okay great and thank you so much.

Victor: You're quite welcome. Take care.

Resume Rewrite

Candidate 405 Interview Transcript

- **Advanced Professional Degrees (PhD, MD, JD)**

Victor: In this session, we'll be covering a resume rewrite for Candidate 405. This person is essentially finishing up medical school and considering a career in management consulting as a potential next step.

              I was looking at the resume and saw a lot of potential but there was a lot of…a couple of questions here and there that I think weren't answered in the resume that I think could be flushed out in a rewrite. We're going to go ahead and start that process.

              Are you ready to get going?

Candidate: Yes sure.

Victor: First off a couple of things you did really well, which I think were great and got my attention. You got the medical school in there and that you got the MD degree. This test here I'm not familiar with but you have the operative word or phrase called 99% percentile. We're always looking for things, 95% and higher particularly if you're looking for the Top 3 firms; maybe a bit lower if you're looking for the Top 10 firms. So those were all very good indicators.

              What I'm going to show you hear is a checklist of factors that resume readers are typically looking for coming from a profile like yours. So we're going to evaluate your resume as it currently stands against the criteria. Then as we rewrite it we're going to add and change things and modify things to get full credit for the things that are true in your background that might not necessarily been reflected in the resume.

              Right now coming out of medical school, you would probably fall into what I would call the, what McKinsey calls the APD Program, which is I think Advanced Professional Degrees, so non-MBA level advanced degrees. This would include PhD's, MD's and law school JD's and occasionally some other degrees like public policy and foreign policy and that kind of stuff.

00:02:01

              So with that category, which is what you see in front of you, I'm going to focus on the McKinsey, BCG, and Bain categories, since that's the one that most people tend to care about and we'll use that as our measuring stick.

              The first thing I noticed was the academic institution and Columbia is this the Ivy League Columbia or is there a different Columbia you're referring to here?

Candidate: Yeah the one in New York.

Victor: Great, so the first thing we should do is put New York in there and just to be sure I'll put that in there in a second. We kind of hit the Ivy institution threshold, which is good. We look at academic performance or some indicator of that as well as some sort of quantitative test score. So with…certainly in your undergrad you had a high GPA, which is great. I'm curious and I'm not that familiar with how medical schools work, is there a grading system or certain standard tests you take? How does the whole process work?

Candidate: There isn't really a grading system. It is pass/fail for all the classroom work and then you get graded based on your rotations on the wards, your clinical rotations. Then that test is basically the test that all students across the country take and that's the Boards.

Victor: The USMLE, are they the Boards?

Candidate: Yes that's the same thing as the Boards. That is basically the only standard numeric that all candidates would have.

Victor: Okay and that's great. So the general rule of thumb here is and let me back up. In terms of your class and medical school, how do you stack up objectively speaking relative to your peers would you say?

00:03:52

Candidate: Certainly in test regards I'm in the Top 2 and with regards to grades, as I said there aren't really grades but they sort of put people into categories based on the numbers of honors and things like that on your clinical rotations. In that I would be in the top third.

Victor: Okay great. We need to make sure that's pretty clear. Usually and this is more for everyone's benefit and not just yours, usually the people reading resumes, a particular type of resume so say MD resumes or PhD resumes typically have a greater background in that particular field. For example, when I was at McKinsey I read Stanford resumes because I knew which classes were the easy ones and which classes were the more difficult ones.

Candidate: Yeah rocks for jocks.

Victor: Exactly rocks for jocks and something for poets and I forget what it is, physics for poets and so there are all these insider things. So what happens is sometimes if your reader is not someone who has that background, which is a little more common if you're sending in a resume over the transom or in some cases for other candidates if they're applying from one country to another, the person reading it

in say the United Kingdom may not be familiar with the education and grading system say in Mexico if someone is applying from Mexico to the UK.

So you always want to be cognizant of who is the likely reader of the resume? And if you have a pretty typical background, then the readers are usually fairly familiar with the things they see in resumes. So if you were graduating from Harvard Business School, for example, there are a lot of Harvard Business School grads working consulting and they usually get one of those people to scan the resume to look for stuff that's really selective versus things that sound really good but were actually pretty easy.

In this case, we're going to err a little bit on making sure the resume is readable by someone who is not an MD and perhaps not as familiar with some of that stuff. The reason is and I know that McKinsey, in particular, tends to hire a lot of people with advanced degrees that are not MBA's. Most of those folks tend to be PhD's and so they have a lot of people who are comfortable reading publication histories and researches and that kind of stuff.

00:06:08

I don't know if the person who would read your resume would have an MD or not or seen enough MD's, most likely they would. But let's play it safe and we'll make sure that we're extra clear just on the 10% chance that someone who has more of a broader knowledge and may not be that familiar with medical school and that's the thinking process so far.

So I'm going to copy certain pieces from the current version of your resume over to a template I have. The template I have here on the right, the template doesn't matter that much but where it is useful, however, is in saving space. So there are certain pieces of information that you need to get onto the resume and most resumes for the first 4 or 5 year or even after 10 years of work experience tend to be on a single page.

So the main benefit of a good layout template is that you can put everything in there without making it look too cluttered and it's easy to find. It's more for readability rather than the template that would get you the job.

With Columbia, I want to make sure that it's very clear that it is *the* Columbia and not a Columbia and what is the official university name? Then obviously you're in the College of Physicians and Surgeons. Is it just Columbia University?

Candidate: I think its Columbia University. I think I would say Columbia and then the City of New York. I know there is a Columbia in Chicago or somewhere but I don't think they…

Victor: I'm going to write Columbia University College of Physicians and Surgeons and we're going to put, to be extra clear, New York, it's in New York right?

00:08:00

Candidate: Yes.

Victor: Great. So this is one of the Boards or is it *the* Board or just one of them?

Candidate: That is the main one and the only one people compare their scores on. The others are sort of during or after residency.

Victor: Okay. Is that a fair description, the Boards?

Candidate: Yes.

Victor: Great and I've heard of the Boards but I haven't heard of USMLE. So for a non-MD oriented reader like myself, I'm looking for does this sound like a standard test? It sounds like it is. Then what is the percentile rank? That gives me a sense of how capable you are quantitatively and intellectually in the style that is conducive to consulting. Obviously, there are ways to be very bright and intelligent but in different ways that don't necessarily match up to consulting very well.

                 So let's do USC here next. A general rule of thumb, which you did here, and I want to point out for everyone else's benefit is education almost always first. Consulting firms are sort of academic snobs and they want to know where you've been to school and it's usually a first filter. If the schools aren't stellar it's not necessarily a deal breaker but if your schools are stellar you definitely want it up front and here I think you definitely have it and so you want to put it up there. I've seen other resumes where they put an Ivy League college on the last paragraph of the last page, on page 2 and you tend to miss it.

00:10:07

                 Okay so USC…

Candidate: After spending all that money you might as well get something out of it.

Victor: That's totally right, you can get the knowledge elsewhere and so it is that sheepskin that's a little expensive, so you might as well. I know USC is in Southern California, is it Los Angeles?

Candidate: Yeah LA.

Victor: Okay and was it a BS or BA?

Candidate: Yes a BS in Bio-Physics.

Victor: And you graduated in 2008?

Candidate: Yes.

Victor: Great. So all the honors here, can you walk me through what they mean?

Candidate: Sure so the honors program is basically they have tougher classes during your first couple of years. The Presidential Scholar that was for, it was an award from the university itself where they gave me half academic tuition for having that and it was based on my high school grades, SAT's and things like that.

              The National Merit Scholar that was given for I think the PSAT's like the top few people from each State got that. Physic Scholarship, I was one of the top students in the Physics Department and so they gave me a couple of extra thousand dollars a year just for remaining in the department.

00:12:16

Victor: How selective was that?

Candidate: I think it was given to maybe 5 or 6 students in the department but I'm not sure out of maybe 100 or 200.

Victor: Okay and then the Renaissance Scholar?

Candidate: That was actually a graduation prize where they give you $10,000 cash to 10 graduating seniors. Basically, you had to have a major and a minor or 2 majors that were like widely different. In my case, I had Bio-Physics and Russian. You had to do well in both fields and draw some sort of connection, interdisciplinary connection between the two.

Victor: Great. What we're doing here, by the way, and you can see it is…

Candidate: We're saving space.

Victor: We're saving space definitely but this phrase here, the selectivity information which I'll highlight in yellow and I will…let me do this I'm going to copy all this over so we can focus on one page.

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Particularly with awards you always want to make it clear on how easy or hard was it to get the award. For example, the Renaissance Scholar that's really interesting because out of 4,000 students presumably the perception here would be that you were in the Top 10 students out of 4,000 and that's implied.

00:14:06

Consulting firms love this stuff and they want stuff that's impressive and very hard. They like candidates that have been pre-filtered and pre-vetted by somebody else in an objective sense.

So certainly Suma Cum Laude is one, the Presidential Scholar is one, I'm going to bump the Renaissance Scholar up because it's more selective than the Physics and then obviously Phi Beta Kappa is another good one as well. I never made Phi Beta Kappa and so you'll have to help me out. What is the selection process and how does it work?

Candidate: I honestly have no idea. I know you have to be in the top couple of percentile of your class or whatever and you go and they give you some plaque or something.

Victor: Okay that works for me. so what we're doing here, the way I read your resume so far is and let me make sure I got this change here…we're trying to get full credit for the resume criteria here.

We definitely got the academic institution. Between the Boards we got the high percentile rank and you toss in the Renaissance Scholarship, the Merit Scholarship and all these scholar things and clearly it's like you're bright, right? Then we have some objective scores in there as well.

00:16:04

Here is one, what were your MCAT's do you remember those scores?

Candidate: Yeah I got a 40.

Victor: Is that good or bad or in the middle? How does that work?

Candidate: It is out of 45 but it's really out of around 40, so again it's over the 99th percentile.

Victor: Great. And they usually look at…you definitely want to put the MCAT on there. When do you take the Boards?

Candidate: You take the Boards after your 2nd year of med school.

Victor: So the MCAT you definitely want to put on there, particularly if it's strong. Sometimes we have students who have come out of undergrad and applied to medical school and they're debating between medical school and going into a working industry. So a lot of those folks will have the MCAT taken but won't have taken the Boards. So there are definitely threshold benchmarks for that.

So essentially here you've nailed the first 3 criteria here – academic institution, GPA and sort of performance in the school both undergrad and grad and then the 95th percentile and higher for standardized testing.

So here on a scale of a total number of points being I think 5 for the standard applicants, you have essentially 4 out of the 5. So far on that basis alone you might get an interview just on that. So we're going to flush out the work experience next and try to cover a couple of other things.

00:17:50

The perception here so far is okay the person is pretty smart and it's a necessary but not sufficient condition to succeed in consulting. So some of the other factors are can you work with others? Are you just an intellectual jerk? These are unknowns that they're trying to get some indication that you're more of a people person without having to meet you in person during the interview.

So with that in mind what I want you to keep in mind as we go through some of your other experiences, what we're looking for is concrete examples where you've worked with other people and resolved conflicts, been a leader, been part of a team, particularly with diverse types of people. So it's one thing to work with other peers in your medical school who are typically very smart and very Type A, but can you work with someone who is a cashier and who would potentially be a client of yours that you would interview. Can you deal with an engineer? Could you work with a scientist? I know someone who was in the call center answering phones. Can you deal with a truck driver and develop a rapport with them? Those are all people you might conceivably interview as a consultant and as part of a market research effort.

So those are the skills we're trying to tease out. In your original resume I didn't see a lot of that and I suspect it might be there, particularly in some of the undergrad stuff but we need to tease it out a little bit.

Candidate: I was kind of hoping that coming from medicine they would assume it was a given. But I guess given how some doctors behave that it's not a given.

Victor: It's unfortunately not, so we want to know if you have good bedside manner. Let's do this and take the MCAT piece and pull this up under work experience and before we work on that that's essentially your only job after graduating from undergrad correct?

00:20:00

Candidate: Yes after graduating. I did some research in undergrad but that's basically it.

Victor: So tell me about of the things you did as an undergrad what were the most people oriented experiences?

Candidate: They were all groups to one degree or another so I'd say they were all people oriented in terms of direct interaction with organization and that sort of thing, probably the 2 clubs I ran and the others were more athletic endeavors.

Victor: What does P & S stand for?

Candidate: Physicians & Surgeons our team.

Victor: And that was with Columbia then correct?

Candidate: Yes.

Victor: Okay. Tell me about the wrestling team that's interesting to me. Is it a Division 1 team or an inter-mural team?

Candidate: It was a Division 1 team up until a couple of years before I got there and they actually switched to being a club team. They still had a coach and facilities but they no longer had the D-1 schedule which is kind of a nice perk.

Victor: Got it cool. So as co-captain were you selected or elected? Were you the only one that volunteered? Tell me how that works.

Candidate: There was still a coach and all this infrastructure in place and so basically the team nominated a few people and the, actually vice versa the coach nominates you and then the team voted.

Victor: Okay and did you guys compete at the club level?

Candidate: Yes at the club level.

Victor: Were you any good?

Candidate: We were pretty good; we beat UC's and UCLA, UC Irvine and some of those schools.

Victor: Any leadership challenges during that experiences, conflicts?

00:21:54

Candidate: I guess the usual things associated with running a team, making sure people are accountable and showing up for practice, especially since it's not a D-1 thing. So there is not as much implied commitment. It's not like their full time job or anything. So sort of making sure people were motivated enough to show up to practice and organize the logistics. I wouldn't say it was anything difficult and there weren't any conflicts, people were there because they wanted to be there and so it wasn't difficult to get them to do what needed to be done.

Victor: I'll tell you why wrestling seems interesting to me. But first let me ask a question, what is the Objectivist Club?

Candidate: The Objectivist Club is a philosophy club. Have you heard of the Iron Ranch and (names – 22:54)?

Victor: Yes.

Candidate: So it is sort of a philosophy club with that sort of as an inspiration.

Victor: Any major accomplishments during that time or just getting people together and discussing and debating various topics?

Candidate: We ran various events and hosted speakers in debates and things like that. We would co-run events with college Republicans and Democrats sort of trying to get political activism or whatever out there.

Victor: What we're looking for here then, we have here that you're smart and here again we're looking for the people aspect. So we're going to try and tease out as much of that as possible. The wrestling thing is interesting because most of the folks, a lot of folks who work in consulting really aren't wrestlers. It seems like almost not a contradiction but sort of unexpected and so that's useful to put in there.

00:24:07

It would be more common say to have people in the chess club or the debate team which is a little more cerebral. So we're just trying to build out your profile as we don't need to prove anymore that you're smart. We need to prove that you have all the other stuff, so we want only descriptions for your other experiences; we

want to bias them towards interpersonal skills, coordinating with others, any conflict resolution and bring those out.

One thing a lot of people do on their resume is they tend to emphasize where they spent the most time. Let's say in the chess club and I'll make up an example, maybe they won this one tournament that was really hard and so they'll use a couple of bullet points to explain how they were just awesome at chess. But if in the academic section you've already established that the academics are there, then having 3 more bullet points piling on to some point that has already been proven there is a point of diminishing return that is not useful, particularly at the expense of if there are other pieces where we haven't proven our case yet on the resume that you have.

So as I keep asking questions we're going to try and tease out the things along those lines around the interpersonal side.

So I'm going to move all this up into and put it all under experiences since it's kind of a combination of work and extracurricular. Let's bump this down a bit. Let's make sure we have the dates right.

00:26:00

So you were a research assistant first and then you did some clubs second, is that right?

Candidate: I pretty much did the clubs throughout undergrad and on the side picked up the research gig with the Physics Department.

Victor: Okay let's do it one at a time and if I truncate some of the names please fix them later. Where was Kaplan?

Candidate: Both in LA and New York. I started it in undergrad and kept doing it in med school.

Victor: Okay so 2008 to 2011?

Candidate: Sure.

Victor: Okay. As an MCAT instructor how many students did you work with over the last few summers?

Candidate: Usually there would be about 30 in a class and I would run anywhere from 2 to 4 classes at a time and they would last between 6 and 12 weeks.

Victor: Okay so 300 kids?

Candidate: Probably several hundred students total.

Victor: Was it a class or 1 on 1 interaction?

Candidate: I was primarily a lecturer in a class format and I also did private lessons through Kaplan, individual tutoring.

Victor: How many kids did you tutor 1 on 1?

00:28:00

Candidate: Probably around 7 or 8.

Victor: In total over the 3 years?

Candidate: Yeah it wasn't every…

Victor: Okay. Were they the standard high achieving type students or a range of students?

Candidate: Usually the people who signed up for private tutoring were definitely the people that needed extra help. They were lower achievers if you will but got most of them into medical school and so that was good.

Victor: Cool.

Candidate: As far as the class goes the people who sign up for that are the Type A pre-meds and med students you would expect. So there is a range from high achievers to very neurotic.

Victor: I'm familiar with the type. Were there any students from the inner city, hard luck type cases that would convey a different kind of personality you worked with?

Candidate: I mean these are mostly college kids and college kids in LA; USC isn't in the nicest neighborhood so I guess you can say they're inner city but unfortunately not, it's still the University of Spoiled Children.

Victor: Okay got it. How many students that you tutored 1 on 1 got into medical school?

Candidate: As far as I know all of them. I don't keep in touch with them obviously.

Victor: So we want to convey that hey you were good at tutoring because teaching is actually a skill and it implies certain sub skills and so it is useful to tease that out.

Anything else you can think of at Kaplan that would speak to interpersonal skills and working with a variety of people? Anything along those lines?

00:30:04

Candidate: Actually it was a pretty good job in the sense of like I would have to and I'm not sure this is so much interpersonal skills but the very first class I was supposed to teach the building they were supposed to do it in their lease had expired on it and so I had to set up a new class on the spot in a different building. I don't know if that's interpersonal or just scrambling.

Victor: Oh it's definitely a skill. Did that just happen that once?

Candidate: This is sort of the hallmark of Kaplan LA and maybe I shouldn't put this in my resume. It basically fell on the instructors to pick up the slack.

Victor: Let's move that in there because we have the space and we don't need any more space for proving intellect. But devoting space to comprehending real world common sense type scenarios I think would help flush out that you have a sense of practicality about you.

One of the big criticisms that clients make of some consultants is geez these guys are rocket scientists but they're not practical at all, so let's weave that in there since it is one of your work experiences. How would I phrase that? Responsible for logistics coordination regarding…did you handle scheduling too or just the class?

Candidate: Basically everything once they signed up for the classes.

00:32:07

Victor: Okay and let's put USC in here and one of the reasons I like this format is we can put USC on one line and then put different job titles underneath without taking up more space.

So we have the research assistant and that was in 2006 and we'll reorder this a bit in a second. Let's do the wrestling team next and that was 2004 to 2007 and we'll flush that out later. And here I'm debating on the ruby team so we'll leave that there for now.

So let's flush out the RA stuff, what did you do as an RA?

Candidate: When I started I was a data monkey but I quickly figured out that…basically the project we were working on there is there are a couple of observatories, one in California and one in Austria and one somewhere in Africa. We were trying to model some parameters of the sun to come up with like a mathematical model of how solar activity took place.

00:34:14

So we had all this data from these different observatories and we had to basically run all the statistical analysis on it to figure out which models it fit under as well as possible. They were doing things pretty inefficiently and so I actually ended up rewriting a lot of their code and their process for analyzing the data I ended up pretty much rewriting the whole algorithm.

Victor: Let's go a step at a time, so in terms of the data collection were you responsible for data collection?

Candidate: No I wasn't that was the observatory unfortunately because that would have been pretty cool.

Victor: Yes so then you were given the data by someone else?

Candidate: Yeah basically I would get all this raw data and then I was initially responsible for…they had this procedure that was still on magnetic tape drives or something and you'd have to upload the data into the computer and it was like a super computer at Jet Propulsion Labs that was analyzing it. So you had to put it into their format and then it would run this little analysis program and you would figure out which things fit and plug it in.

Anyway it was pretty rote but it was inefficient that over the course of my maybe 16 months or so I spent there, we sort of reengineered that process to make it a little more efficient.

Victor: Great. How much more efficient was it?

00:36:00

Candidate: In terms of man hours that it took to process a set of data, it went from like 16 to 1 and in terms of computing efficiency I'm not sure.

Victor: Okay that's fine.

Candidate: It certainly saved a lot of people a lot of time.

Victor: Okay data handling and conversion process from 16 to hours to 1 hour and so this sort of shows you can apply your skills into process optimization. So there is quite a lot of consulting work that is process optimization.

              So the projects you were working on can you describe it again, something about mapping something about the sun?

Candidate: Yeah, basically taking various images and data from observatories and trying to come up with a mathematical model of how the sun's magnetic fields worked. That's important because it affects things like sun spots which effect GPS navigation and this and that.

Victor: Okay was this a predictive model or more an explanatory model?

Candidate: Explanatory.

Victor: Okay good. So you got the data and process handling optimized and you said you worked on the actual algorithm itself, is that right?

Candidate: Yeah a little bit.

Victor: What did you do there?

00:37:55

Candidate: Because it was a modeling thing you'd have all these graphs and things of what was actually happening and you'd have a model of what you were trying to show what was happening, so by tweaking various parameters on the model you can get closer to reality in the sense that you're actually modeling something.

Victor: The final algorithm that was used was that yours or was yours part of the process in getting there?

Candidate: It was part of the process. It is an ongoing project even as we speak. If they really knew what was going on they wouldn't have jobs still.

Victor: Okay. Let me think about this, were you changing the algorithm like for co-efficiency or were you actually changing the factors that were in the algorithm? Can you give me some sense of how elaborate your involvement was there?

Candidate: Yeah it was like a multi-regression analysis where I could both play with the co-efficiency as well as like leave certain variables out entirely.

Victor: Okay. Is that an accurate description?

Candidate: Yeah.

Victor: It's been a while since I've done regression. Okay and tell me a little bit about so you were training some of the new analysts…

Candidate: Yeah so actually after a couple of months of doing that sort of thing, they were hiring more people to handle more of the basic computing tasks. So when they came on someone had to train them in the specialized software and how things worked around the research lab, so I became the point person for that.

00:40:05

Victor: Okay great. So the wrestling team so trying to think of some bullets here. Any quantifiable accomplishments that the team made or again this is more for recreation?

Candidate: I can make something up but it was more for fun.

Victor: Okay and did you have any responsibilities either coordination, logistics, communication or anything along those lines?

Candidate: Sure I had to set up and run practices in conjunction with the coach and that involved coordinating people's schedules and we had maybe 25 or 30 members of the club. So getting everyone on the same page for practices and meets.

Victor: Were you leading any parts of the practice? I was the captain in high school and I would do the warm up session before the coach got active. Anything along those lines?

Candidate: Yeah I would do the warm-ups every day before the coach got there.

Victor: Great so practice equipment, led warm up drills and exercises. And I'll mention too that in terms of work experience, your work experience relative to say someone who has been working in the industry for years and has an MBA is comparably a bit lighter.

00:42:12

Candidate: That's putting it nicely.

Victor: Hey diplomacy and communication skills right? So normally I wouldn't devote as many bullet points to some of these experiences but you have to work with what you have. So we're teasing out some things here and if you had stronger

experiences then I would probably not devote any space or less space to some of these experiences, so I just want to explain the philosophy of what we're doing here.

Candidate: Well being a professional student has its drawbacks.

Victor: It has its bonuses too. I'm going to step back and take a look here. So sequentially we'd put the Objectivist Club and of the two which did you think you had a bigger impact on? Which had more interpersonal type of responsibilities would you say?

Candidate: Between the Objectivist and Chess?

Victor: Yeah.

Candidate: Probably the chess club.

Victor: How so?

Candidate: It was more of a time commitment certainly and it was like an every week or twice a week thing as opposed to like monthly. Certainly just in terms of what I was doing there was more of it.

00:43:58

Then as you might imagine the sort of people that go to chess club in general tend to be…well it attracts a range of people but some of them can be very opinionated and particular in how they like things done in terms of how club funds were going to be allocated, which tournaments we're going to go to and which events we'll host, etc.

So if you get 2 people with Asperser's in the same room and try to get them to talk to one another much less agree on anything…

Victor: Got it and so ego management is that…or just interpersonal negotiations it sounds like.

Candidate: I guess they just think that they're right and then things should be done their way because that's how things are done in their…these are PhD types and math and computer science, so yeah a bit of ego management.

Victor: How many members?

Candidate: Anywhere from 25 to 75 depending on the week and month.

Victor: Okay should we split the difference there?

Candidate: Yeah that sounds good.

Victor: All right 50 members consisting of PhD's, students, what were some of the more exotic personality types in there?

Candidate: Well definitely a couple of Asperser people, we had an ex-felon in the group and I guess once you're a felon are you a felon for life?

Victor: I have no idea but it's got to be in there and so we have ex-felons and PhD grad students…

Candidate: Yeah he had spent some time in LA County and just a mix of undergrads and people that were living in the community but not even attending USC would sometimes come.

00:46:11

Victor: Okay. Okay so I'm trying to think, conflict management facilitator for members consisting of PhD grads, ex-felons, local community members and how do you spell Asperser's, is that right?

Candidate: Yes.

Victor: And is that an adjective?

Candidate: It's a syndrome. I guess you can say patients I don't know. I wasn't their doctor so I can't officially diagnose them.

Victor: Fair enough. Here we're trying to say…when I think of chess club I think of and no offense but just a bunch of nerds sitting around playing chess. It sounds like this is a very wide range of people from society clearly with an interest in chess but not the stereotypical club that I thought of, perhaps somewhat unfairly.

Candidate: For every 2 people sitting quietly in the corner, I've seen a lot of them using speed chess to take out their aggression or you can talk trash while you're playing. It sounds ridiculous and it probably is but it is quite entertaining if you've ever seen it.

Victor: I should go check out one of these. So cool is there anything else we can tease out of the chess club?

Candidate: No that's about it.

00:47:57

Victor: Okay so we'll check the grammar later and we've got that. Okay on the rugby team, I'm going to move that under education just to…there is a concept called above the fold and above the fold is essentially what you see on your screen now and it comes from printed newspapers that were folded in half and stuff on the newsstand and you always put the big picture and big headline like – American At War! It is called above the fold.

                So one thing that we like to do is put the important stuff above the fold, which is why if you have an Ivy degree you have to get it above the fold and make sure it is noticed.

                So with the rugby team, I think it breaks up the super nerd track record we have here and again no offense. I think I'm going to opt to stick it up in here; whereas, normally I wouldn't and I would put it sort of at the very bottom as extracurricular. But because we have so much intellectual stuff here I want to break it out and say this guy plays rugby too. It's kind of odd.

                The purpose of that is that there are a lot of stereotypes in resumes and that is just the reality of being a human being. So any time you can bust a stereotype and go in one direction and then kind of confuse them, what it forces them to do is they can't just prejudge the whole resume. They actually have to slow down and actually read it more carefully. So this is a strategy that I think would be appropriate here.

                If we put it down over here…

Candidate: Yeah they probably won't be reading it by that point.

Victor: Exactly and so I'm going to stick it up in here. So was it co-captain or captain?

Candidate: Yeah co-captain.

Victor: Okay and put rugby team and you can change it later if it's inaccurate. That was the whole time you were there? It looks like it right?

00:50:08

Candidate: Yeah up until this last year. I hurt my knee and I can't do it anymore.

Victor: Okay great so we have this one done. Now we get to the Objectivist Club and I'm thinking and debating this out loud a bit is do we include it or not? The debate here is that most people tend to think let's include everything I've ever done in my life and the thing to keep in mind, particularly for extracurricular activities where by not including it, it shows you're unemployed which definitely has a negative connotation here because it's extracurricular the thought process I'm going through which I'll elaborate on is by including it, does it add anything that's not already here?

                  That is one question to consider. The 2nd question is can we use this space to convey other stuff? In your case we still have a fair amount of space available. I think we've used up everything you got right? Did I leave anything out?

Candidate: In terms of experience yes.

Victor: How about any personal attributes? Do you speak any languages or travel? Any weird hobbies that wouldn't be reflected in your resume so far?

Candidate: I speak some Russian, got something out of that undergrad education.

Victor: Okay fluently?

Candidate: Conversational.

Victor: Anything else?

Candidate: I'm a private pilot.

Victor: Oh cool. It helps to round out the picture. Any other unusual hobbies?

00:52:04

Candidate: Backpacking, mountaineering, rock climbing, mountain climbing and that sort of stuff.

Victor: Great. You a survivalist at all?

Candidate: A little bit.

Victor: Anything else?

Candidate: I'm a former world record holder in power lifting.

Victor: Are you really?

Candidate: Back in high school yeah.

Victor: Okay.

Candidate: I don't know if it's something for…

Victor: No, no we're definitely putting it in there. US record holder or World record holder?

Candidate: US record holder for dead lifting.

Victor: What kind of dead lift?

Candidate: Dead lifting is just a specific kind of lift in power lifting. It's basically where you pick up the maximum weight you can from the floor to a standing position.

Victor: And I don't know is it just a bend knee or straight leg or any variation of a dead lift or a standard one?

Candidate: Yeah just dead lifting is power lifting.

Victor: What was the weight you lifted?

Candidate: I weighed 130 pounds and I lifted 420 pounds.

Victor: Oh my goodness 420 okay. So lifted 420 pounds in a 130 weight class is that what it's called?

Candidate: Yeah.

Victor: When was this?

Candidate: That was 2002 or 2003 somewhere in there.

00:54:00

Victor: Okay got it. Is it dead lifting or dead lift?

Candidate: Dead lift.

Victor: So was 2002 US record holder and I want to get the word record holder in. so one of the principles is you put the most important stuff up at the top and to the left

because when you read anything that's the way eyes move. You start up here and start to move this way diagonally. So I want to stick as much stuff over to the left.

So we obviously want to be accurate so we have to put former in there, but we don't have to put former first. So I want to see if we can find some way to do that. So US record holder and can put former like that and dead lift of 420 pounds in 2002.

Anyway, one thing I'll point out and why I find this so interesting is because there are very few people in consulting that have a US record in any kind of athletic activity. There are a lot of PhD's and you get a couple of Rhodes Scholars and those kinds of folks but not many in and particularly really physical and I put weightlifting in that category, really physical type activities.

I think it's really interesting and generally people at top firms are impressed by things that they perceive themselves not being able to do. So the fact that you can is impressive to them because they can't. That is just some of the psychology of that.

Anyway, one thing else that comes to mind?

Candidate: No that's pretty much it.

Victor: Great so let's add a space there and pop this out. Let's do this let's pull out Objectivist Club for a second and see how it looks space wise. It looks a little light so let's try this…

00:56:10

Candidate: This is what I used to do when I wrote my papers in college.

Victor: I did the exact same thing. Geez I'm still doing it. So that fills it out a bit better. We can do a couple of things and let's have you weigh in on this. We can add space in between lines to fill it out a bit or we can add in the Objectivist Club thing.

The only thought here…well let's write it out and decide after we write it if we want to include it or not.

Candidate: I'm kind of thinking that less is almost more. Like clearly the best thing I have going for me is like my degree from here.

Victor: Yes.

Candidate: And like the more stuff I put in between them reading that and their judging am I going to interview this person or not, it will just distract them from that.

Victor: I'm inclined to go that way.

Candidate: It's a valid point.

Victor: It definitely is, so let's pop that out and let's see. It looks good.

00:58:00

               I do want them to see the US record holder thing because it's quirky and interesting. By the way, one of the reasons the firms like stuff that's hard to do is it bewilders clients, not bewilders but kind of it gets the wow effect from clients. So that tends to be appealing to them.

Candidate: This guy is going to be doing the heavy lifting.

Victor: Yes literally!! So you're going to be the butt of a lot of jokes. Why don't you do the heavy lifting, we know you can do it. Weren't you the world record holder in something? So you're going to get a lot of flack but good natured flack.

               All right so that's what I would suggest is something along these lines here. Anything else that we haven't included so far that you want to discuss or put in?

Candidate: No that actually seems really useful. When I was making it originally I was doing it like it was like an academic resume almost and this is more tailored I would say.

Victor: Yes it's a good principle actually. When I was recruiting I would write different versions of my resumes for different industries. Again, the reader has a different point of view depending on the field and so you always want to write to convey what they're looking for. So if you're working in an industry, for example, you would emphasize perhaps different things. If you were going to go work in say bio-tech they'd want to know more about your specific experiences in research and maybe some specific things in terms of the other things you were working on.

               But in consulting they're looking for more general skills and so we're always trying to balance relative to the space trying to convey certain things. If you've already done a great job, then allocate the space to cover the spots you haven't covered enough, so it's kind of a constant balancing act between the two.

Candidate: Okay and thanks so much for taking the time to do this.

Victor: You're quite welcome.

Candidate: This is really useful so thanks a lot.

Victor: Take care.

Resume Rewrite

Candidate 502 Interview Transcript

- **Experienced Professionals**

Victor: In this session, we'll be talking about rewriting the resume for Candidate 502. This person, I believe, would be considered an experienced hire about 6 years out of school. We'll go ahead and get started.

                 Let's take a look and starting out what I want to show you first is the criteria the resume will be evaluated against in terms of determining whether you get an interview or not.

                 This is sort of my approximation of the criteria that the various firms will use. So for purposes of this exercise, we'll use the McKinsey, Bain, BCG column here. I'm going to score your resume as it currently stands and then we'll try to work on improving it mostly by making sure we're not omitting anything by accident. I've seen a lot of resumes that could qualify and then based on what is actually printed on the resume it wouldn't make the cut. So things that are kind of borderline.

                 First off, we're looking at academic institution and you have a degree from an Ivy school and so that is great. It is in a more math or science oriented field, which is typically perceived to be more difficult so you get 1 point for that. What we don't have is any information on your GPA?

                 So in the current resume we assume the GPA is poor and so you won't get any points for that. Then because you don't have any math scores or SATs or GRE anything along those lines, we also assume that the scores must be poor and therefore you don't get any credit for that. So there are a couple of things we can fix quickly and then we'll dive into the work accomplishments a bit later, which will comprise sort of the bulk of the score.

                 First of all, in terms of your GPA can you give me some information on that, as well as, any standardized test scores you've taken in the past?

00:02:01

Candidate: Yeah my GPA was a 3.0 and I have my GRE but I haven't been able to pull up my SAT but my GRE the quantitative was 760.

Victor: Okay do you know what percentile that is?

Candidate: No I have it but not off the top of my head.

Victor: Okay so you want to add that. I'm going to switch to a different version of this one because I copied everything over so it would be easier to work with. This template I'm using is...I like it because it has an efficient use of space and for someone of your background to balance 6 years out of school the resume really should be 1 page and so we're going to try and get it onto 1 page by having just the most important things and not everything.

I find this one tends to stay with a couple of lines here and there, which then adds up. So I'm going to manually include some information here. And just looking at your GRE score versus your GPA, my initial impression is that the GRE score is higher on a percentile basis relative to the GPA. I'm wondering if you have any background information around the GPA. I would have expected it to be higher given your quant scores were pretty decent.

Candidate: Yeah I was sick for a couple of semesters and so that's reflected in my GPA.

Victor: How long were you sick?

Candidate: Two semesters.

Victor: How was your GPA in the semesters where you weren't sick? Have you ever calculated that?

Candidate: No I haven't but the 3 is roughly a B and it was a B+ or A- on the semesters when I wasn't sick.

00:04:00

Victor: Okay. You might want to include that, let's see in either the resume or cover letter. Particularly I think it is worth going back to compute your GPA in the non-illness semesters. If you can show you were closer or above a 3.5 substantially in the semesters you weren't sick but you were lower than that gives it a little more context. And given that your GRE scores are pretty reasonable, I would be inclined to believe that your actual grades don't reflect your actual abilities because there is a discrepancy between your abilities on the GRE versus the actual performance and it seems odd. It sounds like there is a reasonable explanation and so it is worth putting in there.

Candidate: Okay.

Victor: If you interviewing for non-consulting jobs you may not need to put in the GPA. It depends on what field you're going into but in the consulting ones they really do look at it and so it is worth putting it in there.

Candidate: Okay so on the GPA if I put it in the cover letter calculate the one for when I was not sick is that what should go on my resume or should I omit it?

Victor: I think you have to put both. People know the GPA and what it reflects and there are 2 semesters in a year right?

Candidate: Yes.

Victor: Okay so I would say it reflects one year of…was it a serious major illness? I don't need the specifics but I just need to know if it was significant or more minor.

Candidate: It was more significant.

Victor: Yes I would say reflects one year of serious illness. If it was life threatening illness if you put it you can be that detailed and put life threatening illness for a year. Then you would just say in the other years, GPA in those other years was 3.56 or whatever the number was.

Candidate: Okay.

00:05:58

Victor: So you were there from 2001 to 2006?

Candidate: 2002 to 2006 and I actually went to school while I was sick.

Victor: Okay got it. Then we have 3.0 GPA reflects one year of and I'll be a little wordy so you'll want to trim it down. It reflects one year of poor grades due to serious illness and then I might even do another line here and so a 3.X GPA. Then let's put GRE was 760 (blank) percentile and let's delete this other section here.

             So tell me about the President's Council Grant. How selective was it? How many people applied? How many people got it?

Candidate: They I guess give it out to women that applied and pretty much anyone who does research can apply for it but only 5 of us were selected. I don't know how many applied for it but I know in the end there were only 5 of us selected for that summer of 2005. And the product of that was actually the publication that came from it later on down in the resume. That was the work that tied into it.

00:07:53

Victor: Okay great. So anytime there is an award, scholarship or grant it is useful to indicate how the selection process for that and what consulting firms really like a lot is stuff that's really hard to get. So to the extreme it is Full Bright Scholars, Olympic Gold Medals, World Record Holders and it doesn't even have to be intellectual, sometimes it is just doing things that are hard. So it just seems to be very appealing to them.

Candidate: Right.

Victor: So I'll put it here and let's see…is this full name is this well known to people who are say Cornell alums? It's a little long so…

Candidate: Yes it would be known.

Victor: Okay.

Candidate: It would be known and sometimes it said PCCW Summer Research Grant, if we were talking about just in Cornell overall.

Victor: If you have the number it would be ideal and if you don't that's fine. If I were to truncate this…it's a tad long so is there anything here that I can cut out that would still maintain its meaning and be an appropriate abbreviation?

Candidate: I think we can do PCCW.

Victor: For the time being I'm going to leave course out and move it to the very bottom if we want to work it back in. What ends up happening is we put the most important stuff in first and then we have space and we put in some of the other stuff is kind of the deal.

00:10:03

Candidate: Sounds good.

Victor: The company…how do you pronounce this? Albemarle and what do they do? What kind of company is it?

Candidate: We're in petro chemicals and so design catalysts for basically like Exxon and BP and different companies that buy materials so they can process oil.

Victor: So is the company a service business or it manufactures product?

Candidate: We manufacture product.

Victor: Okay so how big is the company in terms of employees or revenue? Is it a big or small company?

Candidate: I'd say it is actually a medium company. In terms of employees there are about 5,000 worldwide.

Victor: Is it public?

Candidate: Yes.

Victor: Do you know what the sales are?

Candidate: No but it's a number I can get.

Candidate # 502

Victor: Okay so let's write…is it in the billions? It probably is.

Candidate: Yeah I think that would be a safe assumption.

Victor: Manufacturer in oil and gas industry…so what happens here is this company I've never heard of and likely most resume readers wouldn't have. But there are a lot of companies that resume readers haven't heard of but would be considered meaningful work experiences.

               So one of my favorite techniques is to put in parentheses next to the company name that gives a 5 word description of the company to show that it is a significant company.

00:12:01

               So if it's in the Fortune 500 you say it is Fortune 500, if it's in the billions you say it's a publicly traded company in manufacturing of oil and gas industry or something along those lines.

Candidate: Okay and I have its size, it's a $2 billion plus in revenue.

Victor: Got it perfect. And you've been in this particular role the entire time you've been there correct, the research role?

Candidate: Yes.

Victor: Okay so let's focus on what you did here. Now what we're looking for is we're going to get here to the work accomplishment section. For an experienced hire this matters the most out of all the things. What we're looking for here is a couple of things, particularly for the top consulting firms.

               The short answer is we want to know were you a super star at what you did? So that's one facet of a good work experience. Then the other is did you demonstrate skills that are pretty commonly used in consulting, in particular leadership, analytical skills and like getting meaningful things done skills, like delivering actual results and accomplishments rather than just doing stuff.

Candidate: Okay.

Victor: So with that in mind and what we'll do is edit your experience points here to really focus on hitting these 3 points – results, analytics and leadership or people skills.

Candidate: Okay.

00:13:54

Candidate # 502

Victor: So before we do that just give me a general sense of what you've done there. What were the highlights? What were the most important things, the things that if I insisted you brag about yourself what would say? What are those things?

Candidate: We have our annual appraisals each year and they're on a 1 to 5 scale and 3 are good and 4 is rare and 5 never really happens. And the last…I've always gotten 4's and the last 3 years I've gotten 5's. So I have been told, I guess, that I'm a super star and I'm not going to brag but…

Victor: **No, no you have to brag. I'm sorry but you have to.**

Candidate: So basically most people that start in my position just do the research but I broke my open to 3 things because these are things…for example, I developed, I taught myself visual basic programming and visual basic overall not just for Excel and wrote programs so that people, both technicians and researchers, can use. They hadn't been used before but by being shown that I had that skill I kind of inherited the information systems aspect and became the IT representative for the Research & Development Department.

                 Then they started outsourcing me to other groups in R & D because ours is broken up. So I kind of kept doing all the bench work and chemistry and synthesis but I started doing these other things like developing applications and taking apart instruments and putting them back together because I had shown skills for it.

                 So in a way I don't fit the mold, which can be both good and bad. I don't fit the mold there because I guess what you would say; my job profile is a combination of what multiple people do. But because I saw shortcomings in the way things were set up then I developed either programs through the computer or systems, work flows and issued reports to make them more systematic. So that kind of brought me to the forefront and I was able to work on some really big projects.

00:16:02

                 I would say my biggest accomplishments would actually be those… I would break them up into 3 parts. The ones that contributed to my colleagues, so as far as improving work flows and writing visual (16:17 – inaudible) programs and other software to make it a faster turnaround and make it easier to communicate between departments, like the engineering department and research.

                 The 2nd one would be that I'm very resourceful and I basically know how to use, in this case, like our database is internal but also scientific journals and that sort of thing. So my 2nd would be the contributions I've made to research projects and final products.

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So making something cheaper or at a better cost effectiveness increases how much profit we can make. Or if we can make it not just better but make it more environmentally favorable then that makes it better for us from the PR point of view of it and also from the point of view of the bottom line and so that would be the 2nd biggest contribution.

Victor: Okay.

Candidate: And I would say the 3rd one would really be in our most recent, like the last 1 ½ years we've started this high thru project drive and it's a multi-million dollar project which for us, we run pretty lean. I've been kind of chaired as the lead for all the data and analytics and developing the information aspect because I'm kind of the data guru I guess you would say. They come to me when they want to know what is the best way to access the data and the best way to put away the data.

My biggest motto has been if you have all this data but you got no information out of it, then you just have data. So I would say the 3rd one is making data speak to you if that makes sense.

00:17:56

Victor: Yes it does. Then you mentioned you were on a couple of these high profile projects. Were these like major new products or things that made a big difference in the industry or pretty important for the company overall?

Candidate: It was a combination. For example, the ACO technology we just got a license. KBR just drafted the first license and so in this case, they drafted the first license for a refinery unit, which in the industry there are only "x" number of them, they're pretty limited and they take a lot of capital to invest.

And this was a project I was actually instrumental in carrying out all the synthesis from the bench all the way to making it in the plant when we sent them the product and they drafted based on the results they got from that they drafted a license for it.

Some are for new products all together and others to substitute the products we already had at a lower cost.

Victor: So this ACO thing was that the biggest thing you worked on?

Candidate: I would say yes.

Victor: Okay so what I need you to do is in the last 2 minutes you just described what you did but you did it in the oil and gas industry terms. I have no idea what you said. Can you translate into sort of laymen's terms both the project itself and then we'll work on your role in that project.

Candidate: Okay. Let me take a minute to sort it out. The ACO project, the challenge is the following: you still have the same amount of oil available to you but you want to get the best product out of it possible. There is this certain method that's always been used.

So they came to us and said hey…

Victor: Who is they?

00:19:59

Candidate: I can't say it's a client.

Victor: No like an oil and gas company or a customer?

Candidate: Yes.

Victor: Okay so call it a customer because customer is better than they.

Candidate: An outside customer, so not internal, outside customer came to us from overseas so they have different regulations and they came to us because we're a specialty chemical company and asked us if we could help them to design, in this case, a catalyst that could make their oil produce better results or make more of the stuff they wanted, so maybe less gas and more something else.

So we started this and by we, I mean, my supervisor and I started researching options available. We did some literature searches and carried it out on a small scale and came up with some preliminary findings. From that I was tasked with what is the best method for us to scale this up? I could do it on 1 kilogram but we needed to make it on 800 tons of material.

It took about a year because it's not just about scaling it up but you also have to make sure you're not making too much of a problem for the EPA, for example. You have to follow regulations and that sort of thing. So that's part of what I had to interact with which was coordinating with our engineering department. Are we going to be violating our regulations? How do we make it so that it is still friendly?

It was a lot of back and forth, in this case with South Korea. So you're working overseas and there is always going to be a bit of coordination. In the end, we sent them the 800 tons of material and they said they would test it and if they could test it in their demo, they had a small scale demo unit. They got the results they wanted, less gas and more of what they were looking for.

00:22:12

At that point our job was pretty much done because what they wanted to do now was to go talk to KBR who could build a refinery for them that can then make use of the product we designed.

Victor: What is KBR?

Candidate: Kellogg Brown and Rout, the company and it's an engineering company.

Victor: I take it that it's well known in that field?

Candidate: Yes.

Victor: So you guys developed the process and methodology?

Candidate: We developed the material based on a theory of a process. In our field just because it works on the scale of grams doesn't mean it is going to translate to working in the industry on the scale of being able to make a lot of material, metric tons and stuff.

Victor: Okay so in terms of…like literally a physical material that is used in their refinement process to get more of one type of output versus another. Is that right?

Candidate: Yes.

Victor: Is this new material, do you sell them the material or on the approach?

Candidate: We sold them the material.

Victor: So that's how the company makes money is by selling those materials?

Candidate: Correct.

Victor: Is it consumable material or more like a device?

Candidate: It's consumable and so it's used up and it comes out and they have to put in more material to keep using it. It has a life span.

00:24:00

Victor: I got it so like a chemical catalyst, like high school chemistry kind of thing?

Candidate: Yes there you go.

Victor: Perfect. Was this new material and I'm trying to find the right phrase, did you invent it or come up with a new combination that didn't exist before? Did you

take an old material and apply it to a new domain? Can you walk me through that a little bit?

Candidate: There were 2 factors to it. We used a chemical that was known that hadn't been used in this method before and we optimized that. Then we applied it to this process that hadn't been used before as well.

              To give you an idea, instead of using it to bake something in the oven we were using it to cook it on the stove.

Victor: Okay got it. By the way, great analogy. One thing I noticed too in just going through this process with a couple of folks is to de-jargon your language and your thinking. Usually people who are experienced tend to use their experience and use that shorthand. So what you just said using the new process and giving an example is great for when you actually do a resume based interview. Not really the focus of our session today but typically the way people write their resume is typically the way they speak about their resume. So if you change the wording it also changes how you present in person. So just something as a side note to keep in mind.

Candidate: Okay.

Victor: With this project who led this?

Candidate: I would say it was myself and my supervisor. He sought me out and then we led it on our side collectively with our client, customer. They told us what they needed and we designed it in the lab.

00:25:57

              Once I felt comfortable with the process, then I went to engineering and said we want to make this in the plant. Then it was a collective effort at the end when we presented the product but I think it was co-led by myself and my supervisor.

Victor: Great and what kind of revenues will this thing produce in terms of ballpark?

Candidate: That is an excellent question because I don't know that off the top of my head. I can find out because it's the license and so I have to research that and I hadn't thought to quantify that.

Victor: Oh you totally should. What we're looking for here is and what I mentioned earlier is results, leadership and analytics. What you just told me is that there was a leadership aspect in there that you talked about and so we'll put some verbiage around that.

It sounds like this was a pretty significant accomplishment and for things that are significant to a company it is always useful to quantify it. If this is a $100,000 project that's one thing and if this is like you found $250 million for the company well that's a really big deal and if it's something in between that's fine too. So if you can quantify that it would be great.

Candidate: Okay.

Victor: So I'll leave it blank and you can fill it in later. I would say and this was your biggest accomplishment, this particular project?

Candidate: Yes.

Victor: Okay so co-led new…

Candidate: Development?

Victor: Let's see co-led new product development…did you get any patents on it? Is it the kind of thing you can patent or not really?

Candidate: No we didn't get a patent on it.

00:27:52
Victor: Okay so co-led new product development to improve oil refinement efficiency generating annual revenue estimated, revenues of (blank). Then let's talk about that one. So developed and I'm trying to think, developed a new theory, and developed a new…

Candidate: New application?

Victor: Okay new application of like…

Candidate: So new application of the material.

Victor: Okay and did you design a new process too with the material?

Candidate: No because that was based on the theory and we just scaled it up.

Victor: Who came up with the theory?

Candidate: The literature, I'm not sure.

Victor: So you researched a new process via literature research and your innovation was adding a new chemical compound or combination of compounds to this new process that had never been done before.

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Candidate: Yes.

00:29:53

Victor: All right so researched innovative new innovations and refinement process, developed new chemical compound...that's a little too detailed. Did they say yes to the deal?

Candidate: Yes.

Victor: So it is done and it's not in process?

Candidate: It's done.

Victor: Okay.

Candidate: They're building their multi-billion dollar refinery now.

Victor: Wow that's impressive! Client is building…I always like to put numbers in bullets whenever you can. So if this number is inaccurate or you want to put a range like $1 + Billion refinery based around the new process, new product around new product. It's a little wordy and I would probably change the phrasing a bit but it's on there.

00:32:00

Candidate: No that's great.

Victor: So what you're saying is you found this opportunity based on a client request. You figured out the chemistry and you worked with engineering to get it built and gave them the proof of concept and they said yes. And some company somewhere in the world is spending billions of dollars based on your "discovery."

Candidate: Yes.

Victor: Okay that's really good stuff! I didn't get any of that from your other bullets and so I had a suspicion that you had something interesting there, which is why I wanted to work on your resume. I thought it was in there but this is really good.

               Let's talk about this Level 5thing, rated as a…is it a Level 5 rating or is it rated a 5 out of 5?

Candidate: 5 out of 5.

Victor: 5 out of 5 on employee reviews. Then what percentage of employees receive a 5 out of 5?

Candidate: Well let's see there are 50 of us and 1, so 1 out of 50 so that would be 2%.

Victor: Okay so only 2% of employees receive it and so this was the super star thing we talked about. So what we want to know is that you're the best chemical researcher and that you are highly regarded in the company. So stuff like this is a useful way of referencing that I'm really good. We don't have to take your word for it and it's more useful if someone else says you're really good.

Candidate: Okay.

00:34:05

Victor: Let's talk about your 2nd biggest accomplishment. What would that be?

Candidate: That would be listed under information systems and technology, which is the boosted R & D productivity 90%.

Victor: This first one we already covered in the bullets up here, is that right?

Candidate: We covered the first sentence.

Victor: Okay so let's move this up a bit so we can work with it on the same page. I'm curious in chemical research, in some fields people get promoted and get new titles as they go and in other fields the title never really changes but the responsibilities change over time.

Candidate: That's my situation.

Victor: Okay great. So make sure in the resume based interview you can mention that.

Candidate: Okay.

Victor: Tell me about this process improvement data thing?

Candidate: So I'm going to do this in my oven analogy. What I did was we have a software that is not necessarily user friendly for the majority of my colleagues that we store all our data in. So when you create something you want to get analysis on it, you submit it and get results on it. Most people don't like using this software and so I created something that used Excel. I programmed a new tool through Excel so that they could accomplish the same task and not have to go through the other software which was also very slow.

00:36:00

So that was part of the improvement of productivity. But the other thing was the way it was previously set up you had a spider web and what I mean is it was more like a chain reaction. One result was tied to another result which if you went further back it was tied to another result but you needed to spend hours trying to figure out how they were linked together.

What I did was I wrote an algorithm based on the pattern I noticed. All you have to do now is put in one number and tell it to retrieve all the ones that are linked and it would retrieve them for you and put it on your screen.

I would say that I'm very proud of it because people use it every day. I walk up and down the hall and see them using it and it's a way that they can get the data that before they couldn't.

Victor: Great that makes a lot of sense. As a result of this work and people using this system what was the end result of that?

Candidate: I would say its productivity. Even I can spend more time now doing research and making samples or co-leading projects and less time actually sitting down and trying to track down how these were all inter-linked. So it's time saved they can spend doing other things.

Victor: How much time saved?

Candidate: Before it used to take 6 to 7 hours to track them all down and now you can do it in 10 minutes.

Victor: Wow okay. So this is where your 90% productivity thing comes from, is that right?

Candidate: Yeah.

Victor: Then which part of the R & D process takes the 6 or 7 hours? Is there more of a generic name you can use? Is it the research process of R & D or just the data analysis? What would you call it?

00:38:01

Candidate: I'd say it is actually the data retrieval analysis.

Victor: How much, there are 50 researchers in your group, is that right?

Candidate: Yes.

Victor: And how much time in a week or month would they save by using the system?

Candidate: Okay well each of them we're saying?

Victor: Yeah let's do an estimation of the total hours saved department wide from this in a year is what I'm going for.

Candidate: I would say you're talking about saying 20 to 40 hours of work per month per person.

Victor: Wow! Really? Okay. So let's call it on average 30 hours and so we have 30 hours per month, per person times 50 people which is equal to 15000 hours per month. Did I do my math right?

Candidate: Yes.

Victor: Wow it's really that high? So times 12, so 15,000 plus 3,000 and so 18,000 and double check that if you could for me. So that is a 9 person head count equivalent so about 2,000 billable hours in a year. That's pretty substantial.

Candidate: Yeah when you put it that way it looks a lot better.

Victor: Yeah. Then for the department as a whole what kind of income level did these folks make? I want to multiply it by the number of head count to come up with a dollar savings.

Candidate: Okay I would say on average $50,000.

00:40:01

Victor: And if we include all benefits, overhead, administrative stuff and so it's usually higher and if the employee receives 50 the company is usually paying more than that in taxes and all that stuff. Any sense of what that would be? It's usually for something this size it is usually probably 60 to 70 would be my guess.

Candidate: That sounds about right and I want to say about 65.

Victor: Okay and that would be…with benefits and so that's approximately yeah we'll call it about 600K per year. All right so when we write the resume bullet and also when you present it in person we want to flip the sequence we just went through. So you started with you explained what you did and then I asked you what the impact of that was and we sort of did the math here.

What you want to do when you present it is you want to invert it by showing this last number here, $600,000, which gets people's attention and then they say that's pretty cool, how did you do that? Then you explain what you did. So it is sort of reversing the order.

Candidate: Okay, so show your conclusion and then…

Victor: Absolutely right show the results and then the process. I would say redesigned and automated data retrieval and analysis process for 50 person research department. So generated $600,000 in labor productivity either savings or improvements by redesigning and automating…

00:42:05

               …identified inefficiencies in data retrieval process, developed…the grammar isn't right but I'll put it in here anyway but became self taught visual basic software developer and created custom software application to automate…was it a manual lookup process before or still on the computer but very inefficiently done?

Candidate: It was a combination of both. You had to talk to someone to find out what happened to the sample and then you could go to the computer and pull up some of the stuff.

Victor: Okay. And partially manual data retrieval process, custom created to fully automate process, self taught visual basic software developer. That's great. And the entire department is using this now right?

Candidate: Yes.

00:44:00

Victor: Okay. Saving 30 hours per month, per researcher in a 50 person department and that's pretty significant. What is useful here is when you look at your own accomplishments you always want to think about how the other person on the other side of the table or the resume will be perceiving it.

               When I look at this I'm seeing, what I see as significant is that hey this person noticed a processing inefficiency. And in consulting there are a lot of process inefficiencies. You figured out a better way to do it and in this case you actually learned some technical skills in the process so there is a self taughtiveness, which isn't a word, but it shows initiative and the ability to self learn because there is a lot of self learning, not always a lot of classes in consulting. Once you start working you have to figure stuff out on your own.

Candidate: Right.

Victor: So you weren't afraid to go and learn the new skills. You got people to use it and they're using it. There was a true, meaningful and measurable impact. So those general skills are very, very useful in consulting. The fact that it had to do with the data you guys work with is completely irrelevant. I don't care what the data is

I care that you were able to achieve that outcome in that situation but the specific situation I don't particularly care about. Does that make sense?

Candidate: Okay yes it does.

Victor: So again, depending on what field you're applying to you want to write a different resume for each industry you're applying to. So a lot of this if you're applying to the oil and gas they can say wow this makes a lot of sense and totally get all the things you're talking about. In consulting, we have to take it up a level and extrapolate it out and try to generalize it to show that your skills are very transferrable.

00:46:08

My first thought when I looked at the original resume was geez this is an oil and gas person. You always wonder when someone is too experienced in a particular field, can they really work in other industries or are they typecast into one field? So it is always a bit of question mark.

Candidate: Are they pigeon holed?

Victor: Pigeon holed absolutely! And what we don't know from the resume is are you strong in oil and gas by choice and you could work elsewhere? Or are you strong in oil and gas because you really are incapable of working anywhere else? It is always a question we have in the back of our minds.

Similarly with researchers, particularly PhD grad students who don't have a lot of work experience, you always wonder can this person function outside of a lab environment. You always wonder if they have those skills. So anything you can do to try and guesstimate what the prevailing stereotype is likely to be, you want to constantly challenge the stereotype by putting in bullet points that are opposite of the stereotype. It confuses the reader and they can't prejudge and in some cases pre-reject a resume and they're prompted to say well it's unclear and I actually have to meet the person before I can make a true assessment and that's good.

Candidate: Okay.

Victor: So here you're not just a chemical "lab geek" but you've done process improvements, including that you worked with other folks. You had bottom line financial impact and that's good. I would say…and here this is a bit quantitative obviously and so that is consistent with your GRE scores that you were able to do that.

So we have some of that and clearly you're a super star which is good. So what we're looking for here and let me just go back to my checklist and I'm trying to

think of where you're strong and where you're a little bit light in terms of what we've written so far.

00:48:00

You definitely have the results so that is pretty clear coming across right now. You have the super star effect based on reviews. Where we can use a few more examples it would be leadership in terms of working with other people and getting them to do things you want them to do, which I don't know if you had an opportunity to do and then any kind of quantitative analysis.

So you definitely had the chemistry piece and I don't know how math based that was but if there was anything that was very quantitative in sifting through numerical data and analyzing it, Excel work and in some cases…

Candidate: Data mining?

Victor: Yes! Yes absolutely! Let's talk about that.

Candidate: Okay so there is actually and I think this will be under the information systems and technology because that's also where my leadership, as far as co-leading a team, so can we do the leadership first?

Victor: Yes of course.

Candidate: So the 2nd sentence in that is selected for and co-led 5 member team to meet this deadline. Any time you have a deadline it can bring out the best and worst in people. In this case, it was actually that I was selected and I co-led it with our project manager. And because we had to either meet this deadline or lose the entire half of the project that had to do with data management.

So what I actually did in this case, since I'm kind of the go to person for the data management and information, I realized that we couldn't decide this just based on the people on the team. We needed a team that had people from other departments because they have experience on things we don't, like how do they want to get their information, it's not just how I want to get it.

00:50:05

So it took actually convincing both the project lead and also people's supervisors, hey can you spare them for some time. In this case, it was important by telling them you're going to get a benefit at the end too because when this works you'll be able to put your projects through…in this case, a high process. We were able to finish and meet that tight deadline in large part because we had multiple brains but from across the spectrum.

Victor: Which departments were included in the team?

Candidate: We had someone from R & D but who was IT based, we had an engineering representative, we had one that was in applications testing I guess would be the right term for them and somebody from the analytical or quality control department and then myself and one from the research engineering department.

Victor: So you had 6 people, including yourself?

Candidate: Yes.

Victor: Which one are you?

Candidate: Research.

Victor: So the 5 people includes yourself or you plus 5 people?

Candidate: Myself plus 5 people.

Victor: Okay so…

Candidate: So it would be a 6 person team.

Victor: Yes I'm trying to get the math to tie up here. So assembled a 6 person cross functional team to do what? To redesign the process? How would you generalize what you did?

Candidate: To define the project scope for the supplier, the vendor that was going to provide us with…

00:51:58

                …we had to give them very specific parameters for what they were going to build for us. We had to do it by a certain period of time; otherwise there were going to be new fees like licensing because it was software type stuff.

                So we basically had to design the system, the skeleton of the system that they were going to come back and fill in the blanks on.

Victor: Okay to define user requirements…is this accurate here?

Candidate: To define laboratory requirements or, I guess, project requirements.

Victor: Okay. How much money was spent on the software system? Was it a big side project or major infrastructure change?

Candidate: We had, so this is our $4.1 million project and we had allocated $250,000 for the software. That is why I put it in percentages because sometimes when you're dealing with private companies…so basically we had allocated $250,000 for the software and this was going to end up being a quarter more. How much was it? So like $60,000 more if we didn't finish it by that 6 weeks, which would have put it outside of their reach because we couldn't go for a project increase.

Victor: Okay got it. So as we write each bullet we're always trying to think in the back of our minds, what am I trying to convey? So which of the criteria on this list am I trying to provide proof of?

So the rationale on the 5 out of 5 is someone other than you thought you were a super star and so that's useful. Here the reason and what we're doing here is, the thought process is all your experiences above seem a little more like individual contributions and here we're trying to get the fact that you're trying to help lead others and assembling teams and in this particular case, the actual accomplishment is less important because we already showed that you can deliver results above.

00:54:16

So here we need to show you have other people you can work with. So every bullet point really should be written based on what the prior bullet points are and what is still left that needs to be conveyed and proven with some sort of qualitative data.

Candidate: Okay.

Victor: One thing that I've mentioned to others that people are finding interesting is the concept of redundant bullets. For example, here you sort of have a project here where you clearly did a lot of high impact chemistry work and you could easily create 50 bullets all around chemistry but after the first 1 or 2 we get it, you're pretty good in the lab and so you don't need more proof. So you're always trying to balance space available versus what do you still have left to prove.

I think you're doing well on the super star factor and we're seeing…actually on this one I would try and move the revenues to the front. So something like generating (blank) revenues per year, so something along those lines to just get the number closer to the left. So all the important stuff you want on the left.

00:55:51

So we have the 5 out of 5 and I'll move the super star thing up top cause that kind of is the summary statement. I would move this and say top rated and top 2% of employees and then we can actually move this lower because we can explain it later.

So when I read this I don't know who this company is but they have oh $2 billion so that's a sizable company and you're in the top 2% and that's what we're looking for or what we're basically implying here and we have some data to support that so it's not really a stretch and it's based on fact. And then the bullets substantiate that and so client is making big changes, labor productivity improvements, software development, and leadership and…let's see we already covered the work flow to employees…so basically these are your 3 big ones. Did we cover all those above?

Candidate: Yeah because like you said #2 they don't really need to know that I'm good in the lab for 2/3rds of the page.

Victor: Right and then how about anything in here that we haven't covered that would be important and not already covered or proven previously?

Candidate: I mean I can't really and I don't know if I can quantify the data mining, so we talked about leadership which was this one we just finished about co-leading and assembling a team. But on the process design and application development, automated…that's what the 3rd sentence, automated and enhanced procedures in data protocols for data analysis and reduced process variations and then prepared reports and data mining. But I'm not sure how to quantify that.

00:58:04

Victor: Which line are you looking at? Down at the bottom here?

Candidate: Yes sorry, process design and application development.

Victor: Okay let me take a look here. I would say if we can't quantify it, it doesn't help with the bottom line results criteria. If in the process of automating and enhancing you worked with a lot of different people and more so than what we've already covered then that might be worth including.

               It is still a little light on the people skills and I haven't looked at your other things yet. It seems like you're pretty result, analytical, results oriented. We can use certainly a couple of more examples around people skills and interpersonal skills and we could probably…

Candidate: Should that be, sorry finish your sentence.

Victor: We could probably use one more example around you doing basically a lot of Excel work, not coding and software development which is different than actually just crunching data. If you have a crunching data example I think that would be worth putting in.

Candidate: Okay.

Victor: So people and Excel is what we're missing.

Candidate: People and Excel. It's funny because Excel should be much easier in trying to come up with examples but I have a question about the people, the best people examples might not actually be in the company that I'm at right now.

Victor: That's fine.

Candidate: Not to say I'm not a people person but you know what I mean.

Victor: Sure.

00:59:52

Candidate: Further down in the resume I had the portion about the course and being publicity manager. In that case, it was a little bit of Excel because it was cleaning up databases that you keep in Excel and going through and updating. But the majority was actually designing something people could understand and working with a printer. Actually finding a printing company that would do it for the cost we needed and then working with them back and forth. If I could do more of the work that meant we could save more money.

Victor: Okay so we'll keep that in mind and get to that one a little later I think because that happened historically a couple of years back, if I recall.

Candidate: Right.

Victor: If you didn't have an opportunity to do some of that in the current company that's fine. And if we don't have it here then we definitely have to have it in the other experience.

Candidate: Yes and I also I'm a freelance photographer for the Houston Chronicle, the biggest newspaper in town. I basically work for them on weekends and my Friday off. I go around town to wherever they want me to photograph.

               A few months ago I did a segment piece on a local photographer and I don't know if you know much about photography…

Victor: I do actually.

Candidate: Photographers don't like being photographed.

Victor: Yes! I know they hate it.

Candidate # 502

Candidate: Yeah I frankly hate being photographed. I'm very particular. So in this example and I don't know how to best capture it but you have to develop a relationship with the person in order to actually be able to get them comfortable enough to be able to photograph them.

Victor: Perfect!

01:01:51

Candidate: Similarly I also had one which was for one of the Harris County and Harris County is the big County for Houston and Harris County District Attorney who was going to be honored in the Hall of Fame for swimming and she was a former Olympic swimmer. So I went over and talked and got her story about how she had become a swimmer and then from that I got some front page coverage for her story with some photos.

Victor: Great and so we're going to use and normally I wouldn't use freelance photography cause it's not relevant to consulting. But in this case **I would use it as an example of your ability to develop rapport with diverse types of people**. I think it's a very good example of that and so we'll put that on there.

               But before we get to that is there anything else we need to cover in this first experience that hasn't been brought out and adds to the overall value we're building for you?

Candidate: What I can think about to quantify the Excel aspect cause I know that was one thing we talked about is the data mining. So that was a matter of compiling, in our case, 7 years worth of data that was spread out over the spreadsheets. This is the wordage – spread out over the course of the spreadsheets, 7 years, and roughly 20,000 to 30,000 data points. And I mean data samples and each sample has multiple points and analyze multiple things about them like how long is the song, what type of song is it? How many songs are on a CD and that sort of thing?

Victor: Okay.

Candidate: Then building trends and models from that to understand what was contributing towards making it more of one type of sample then another. So going back to the example of the oven and stove, what the ingredients that went into it were and then how can we tell if it was successful. How dense was your cake? Was it sweet or not sweet? Was it fluffy or not fluffy? And building models based off of that.

               I would say that's actually a lot, if not all Excel.

1:04:13

Victor: Okay so you took all this data and did you put it into a single database into a single spreadsheet? Mechanically what did you do?

Candidate: Part of it was in databases that were non-Excel and part of it was in Excel. I pulled the ones from the non-Excel into an Excel database. Then I combined the dozen spreadsheets into the Excel spreadsheet. And any time you're data mining a lot of it is cleaning up data and I'm sure you're familiar with that.

Victor: Yes unfortunately.

Candidate: So a significant amount of time, I'd say about 2 weeks' worth was spent on cleaning up and then categorizing data to better define the model.

Victor: How many data sources did you combine?

Candidate: There was one database and a dozen spreadsheets so 13. It is a pull of roughly 150 to 200 different customers that we were getting data on but spread out over 13 different sources.

Victor: Great. I forgot what was the objective of the project? What were you trying to figure out?

1:05:48

Candidate: This project we actually provide as a customer services and so we collect the data and give it to our customer but for some reason our company never made use of it to try and get information out of it, so that was my task. It was what sort of trends can we pick up on the different types of products we're analyzing to see better how our materials worked but also they were using competitor's materials. So we wanted to see our competitors are doing better let's get some competitive intelligence on what it is that's making it perform better.

Victor: That makes sense. As I write this let me know if the wording isn't precise. By the way, we do this work all the time in consulting.

Candidate: Yeah I figured that you don't always know right off the bat what customer segments are and when you do case interviews.

Victor: Yes that's right. It's funny in a 45 minute case interview it took some poor soul 6 months to get the data that you ripped through in 40 minutes. Then new consultants are disappointed that it doesn't work that fast in real life and they have to actually get on a plane and pull a couple of all nighters to get the data and so the time scale is completely different.

So merged data from 13 different…merged and scrubbed data from 13 different sources into single Excel database. Once you had the data in one place how did you mine it? What specifically did you do at a tactical level?

Candidate: I'm writing down what you're writing…

Victor: Oh sure but I'll send this to you and so you'll have all this.

Candidate: Okay then here is what I did, I brought into Excel and this is the technical aspect, I knew I categorized it first by the refiners. In this case, I categorized it by customers and then different customers sometimes have more than one product they're using so I also assign categories based on product.

1:08:13

I went through each one which I said was roughly between 150 to 200 and tossed out the outliers on our analysis. I ran not just in Excel but I also used Statistica which is like SPSS and I used their data mining tool to run some cart category and regression trees to see what the biggest factors distinguishing between different products were.

Victor: Perfect. Great. Basically either you used the model in Excel or you used the 3rd party package that does an enhanced version of…

Candidate: The same thing.

Victor: And then regression analysis was great because you don't use it that much in consulting but those who are capable of doing regression analysis typically are capable of doing the easier stuff and so that's a positive indicator.

So that feels good to me that you know how to use Excel. Certain phrases I heard, categorization is good and only people who actually have done it realize how important it is and scrubbing data, any analyst in first year consulting scrub a lot of data. So by saying this you're sort of speaking code that says you know what it's all about in terms of managing data and it's not very glorious but very necessary.

Candidate: It's a lot easier once you've done it.

Victor: Totally 90% of the work is getting the data into a useable form. Does that cover it for this company here?

Candidate: Yes that's a fair assessment.

1:10:00

Victor: Great let's get to some of the other ones and look at the dates. So when you were a research assistant, was there anything you did and I don't understand any of this. Was there anything that was extraordinarily accomplished? Any major awards or anything along those lines?

Candidate: Yes. This ties in, the research assistant I worked there also during the summer and that ties into the President's Cornell Women's Award so I could work there and the result from it and I guess we can move this up is the publication. In science, research awards and publications are your bread and butter. You use one to get more grant money and the other to get more papers.

             So the result of my work, when you translate it, would actually be the publication we got and subsequently cited over 60 times.

Victor: Well that is significant. That was when you were in school. So let's do the Houston Chronicle thing because it's a little different and in the stereotype you don't normally see lab rats interacting with the public. It's kind of the unfortunate stereotype.

Candidate: I know and it's true.

Victor: All right I didn't want to insult anybody.

Candidate: No, no it's true I realize that most people it seems like you're on both sides of the spectrum and that's unusual.

Victor: Yes and it is very favorable for consulting, so let's put that in there. So staff photographer on weekend, you're a weekend freelancer. I used to do photo journalism in college and so I'm a little familiar with that.

Candidate: Okay.

1:11:59

Victor: So October 2007 to current and let's beef this up and make it your people skills example. How many people have you…are these mostly portraits or are you doing breaking news, sports? What do you photograph?

Candidate: I stay away from sports. Primarily it is events and so events that are happening throughout the city and then more recently it started being more cover stories of 1 on 1 or 1 on a family, etc.

Victor: And how many more of the feature or portrait type shots did you do?

Candidate: Probably 70 or 80 in the last 5 years.

Victor: Really? So this is where you have an appointment with a specific individual or group of people and you took their photo?

Candidate: Yes.

Victor: Okay so photographed 70 plus subjects, subjects or let me think, individuals for feature stories, developed rapport and built trust with the subjects ranging from and give me some of the more unusual people you've photographed.

1:13:44

Candidate: Assistant District Attorney of Harris County, local photographer and local author and I have his book but I don't have it with me. Yeah it's a local author, cancer survivors, some of the more unusual ones and a lot of disease stories and people surviving it and that sort of thing. So I would say those are probably the biggest ones.

Victor: Okay. Any ultra blue collar type folks or any felons? I'm looking for the breadth of the spectrum of society here, people who would never appear in a lab basically.

Candidate: Oh the Mayor, the Houston Mayor.

Victor: Okay that's important.

Candidate: The Mayor, no felons, and another District Attorney in Galveston County who was raising money and awareness for her daughter's illness, so legal representatives I guess and some doctors. I'm going through the gamut because this is a few years worth.

Victor: Sure.

Candidate: And annually there is a local group that every year they do remembrances for their children who have passed and that one is actually a tough one to do every year.

Victor: Yeah I bet.

Candidate: I don't know how to translate that one.

Victor: Survival stories? That's not quite right.

Candidate: Remembrance? Memorials I don't know what the right word it.

Victor: It's a little complicated.

Candidate: That would be something I could talk about.

Victor: Yes it's too many words to explain. Okay and anything else you can think of on that?

1:16:04

Candidate: Not really cause like I said I stay away from the sports.

Victor: Okay. I'll throw out some more types of people and maybe it will spark a thought – truck drivers, sanitation engineers, people who are behind the scenes and not typically high profile so not the Mayor but the people who are city workers that are different, people who are poor…

Candidate: Parks and recreations and so there have been a number of projects where I've gone out and talked to them because they are either building a new park…Houston doesn't have a lot of green and so they've been trying to bring a lot more of that out, so there have been projects like that.

              Also, volunteer groups that are like firefighters who will host an event, be it the Easter Bunny egg hunt for the kids or money raising, raising funds for a police officer who was injured, there was one like that. Another one was firefighter squad or station and it was a story about a high school kid that would bring out Thanksgiving and Christmas meals for them when they were working on shift. It was going out there and interviewing them and usually it's less photography and more talking.

              I think that's what most people don't realize. So that was another one. Let me try to keep thinking, teachers who lead extracurricular activities like the Academic Decathlon and I would think you would know about that so Academic Decathlon in high school and junior highs.

1:18:09

Victor: Cool so I'll leave it to you to trim this list down to get it to 2 lines. I think it's worth 2 lines but not 3 lines.

Candidate: Right.

Victor: Okay so we got that one on there and let's toss that out. What do we have to work with? We have 2004 and so we have the Cornell stuff, so let's do Cornell. So research assistant and then let's copy this here and here because both experiences were at Cornell we can save a line.

Candidate: Okay and then just put them both together?

Victor: Exactly, so publicity manager and…okay we can go back to the checklist here and I think with the photography we got the people skills in there and that's great. I think it's interesting that a couple of them are obviously emotionally charged situations and so that requires a very delicate touch. So when you talk about those I would emphasize those and the situations that for someone…think of someone with a science PhD it would be an awkward situation and they wouldn't know how to handle it. So when you have that sort of empathy that's the stuff you want to emphasize. Toss in the Olympic Medal Winner which is cool but then talk about like the ones where people are miserable and suffering and how you were empathetic and respectful but still got the job done and took the pictures. So emphasize the talking part, I think that's important.

Candidate: Okay.

1:20:26

Victor: And the optimal phrase in describing that experience is just every facet of society you can think of. One thing that people with a very strong science background is they have, in many cases; seem to only function well in some cases and only with people who are of an equal intellect in level of technical experience. So we need to show that you can cross over very well and my sense is you can. So you just need to make sure you emphasize that point.

Candidate: Okay.

Victor: I think given your background I wouldn't have a problem sending you to go interview a truck driver. Now we need to know how does the truck driving system work for I don't know some big company with a lot of deliveries. Can I stick you in there and have you do a ride along? Would you get along with the person? Will they complain about you? My sense is I would probably trust you more so than someone who was a PhD grad student in chemistry but never worked with people beyond the lab. That's the kind of thing we're going for.

Candidate: Okay.

Victor: So we've got the analytics and I think the data mining in Excel was great for that. We got your results in there and we got some of the interpersonal stuff. Here we're looking for…there is one facet of people skills you haven't brought out enough, I think. We have that you work with other people or a variety of people but we don't yet have…and you may not have it in your background, which I think is okay cause I think everything else is pretty good. Where you got results accomplished through other people.

1:21:57

If you have that we could certainly use a bullet on that. If not, we can do the publication stuff for the RA cause that is good for the academic skills. Then for the university we might try and squeeze some sort of leadership piece out of that if we can or we might even cut it off depending on space.

Candidate: Okay. Results accomplished through others? That might actually be my weakness and it one of my weaknesses that I know I have, which is sometimes I just go and do it instead of waiting for someone else to do it.

Victor: Okay.

Candidate: I don't know if…

Victor: If it's not there it's not there.

Candidate: Yeah I don't know if I can…it's something I can start working on doing though.

Victor: Yes I would. I don't know what your timeframe is for making a transition into consulting but if there are ways you can deliberately put yourself into situations where the other people have to deliver the results and you're the one who leads or guides them that's useful.

The where it fits into consulting is quite often the amount of work that needs to be done is 5 times what one person is capable of doing. So quite often there might be 4 to 5 people who in some cases are working half time if not full time on the project and you need 40 hours a day to do it and you can't do it as a single person.

Candidate: What about mentoring?

Victor: That's useful, give me an example.

Candidate: So we have engineering interns that come in during the summer and my supervisor gave me the challenge of why don't you take over, I don't want to mentor them you do it and be their supervisor this summer.

1:24:00

I tasked him with a project and got him acquainted with how we did things but also how to use the resources we had. I worked with him to show him these are the types of journal articles that are most useful and these aren't. Here is how you do a design experiment, which in our case is how do you set up a matrix for work process.

He had one goal he needed to accomplish and he didn't finish it that summer but he came back the next summer and interned with us and by the middle of the summer he issued a companywide report showing he was able to successfully do that. Would that be accomplishing through others?

Victor: Yes it would. Was it just one intern or more than one intern?

Candidate: It was one intern that I was in charge of.

Victor: Okay cool. That is worth a bullet. Again, we're always looking for the strongest example and this is you've acknowledged this is your weaker area and so managing one intern isn't the strongest example but it's the best one you have and in that case it is worth a bullet.

Candidate: Okay.

Victor: Let's talk about at Cornell you mentioned you had published a paper that was cited in over 60, had over 60 citations?

Candidate: Yes.

Victor: Tell me a little about that and I don't need to know the topic but just the context.

Candidate: I started my research in this group during the last 2 ½ years, my goal he told me was if you can change something on this in this specific area you will have contributed something to this group.

                 So for 2 ½ years I tried to change something and I did. It took about 1 ½ years and our publication actually whenever you have one it's not just you that goes on it, it's also the research head and the people who did the analysis. We published it with my example and someone else's who behaved differently. Even though I graduated and left the work has continued and so this article has been referenced and future ones by both this professor but by other people in the field who are doing similar chemistry. Basically referencing the methods we used to make it and the results we analyze and what conclusions we made.

1:26:24

Victor: Great. Was your contribution such that it became worthwhile to continue the research after you graduated?

Candidate: Yes.

Victor: Tell me if I'm overstating this, inspired ongoing research that continues to today…is that overstating it?

Candidate: It's perfect. It's true.

Victor: Cool.

Candidate: It's funny sometimes getting the result that is unexpected results in more research being done then getting the result that was expected. That was my contribution in that case.

Victor: Okay and then the research you grant you received, was that before you did this or as a result of doing this?

Candidate: It was during this. I wanted to stay working on this during the summer but he couldn't fund me during the summer. So I went and looked into applying and proving that this would be worthwhile work.

Victor: Great. So I'm debating whether we put the research grant up here or down there. I think I'll leave it up there. I'm a little concerned with the GPA thing and so if we can get something else that indicates selectivity I think that's useful. So I'll leave it up there for now. It's not a big deal either way but it's kind of what I'm thinking.

So that was in 2000?

1:28:11

Candidate: It was published in 2006.

Victor: Okay so let's do 2004 to 2006 is that fair?

Candidate: Okay.

Victor: And then this was the same 2004 to 2006 and is there anything that you did as a publicity manager or photographer for the course that we haven't already established above?

Candidate: No I'm not sure. Reducing costs is part of addressing inefficiencies and increasing revenues is just part of making better use of the resources and seeing connections. No I'm not sure I would unless we need to buffer the rest.

Victor: Tell me about the publicity stuff, what did you do? What does it mean?

Candidate: Okay well what happened was I kind of became the photographer that wasn't there. In the process, started thinking how can we make use of these photos so we can reach out to people? I decided that we weren't very happy with the design we had on the newsletters we issued. I decided to redesign that and create a new identity image and I guess you could say logo, which I also do on the side.

I created them and got them printed and plastered all over campus and also started designing a new newsletter we could send out to alums and keep in touch with them. It was a two-fold approach (1) to increase our appearance on campus but

(2) also to increase our communications and connection to those who already left our alums.

Victor: Okay.

1:29:55

Candidate: I also helped, we did tours each year and one year we did a tour in Italy. So it was designing posters and the sort of information we were sending out to the different venues that we were going to be performing at throughout Italy.

Victor: Is it overstating it if I call it marketing manager?

Candidate: No it's fine.

Victor: The reason I'm thinking this way is marketing obviously is a functional skill and it's a department of most of the clients you would work with in consulting. So if you have that and you usually don't see marketing and lab rats on the same resume so again it's like a walking contradiction which forces people to interview you in person to figure out what is up.

            Then graphic design is typically considered more of a creative field and yet you're doing science work and it's very significant science work. Again, it is another contradiction like you usually don't see people who are extremely right and left brained in the same human being. So that is another oh this is interesting and not just a lab rat that we can dismiss. We actually have to meet the person. So that is why I'm sort of leaning towards that and it sounds like your experiences do match up to that.

Candidate: Okay.

Victor: So design and we'll call it rebranding, is it rebranding?

Candidate: Yes.

Victor: Rebranding and campaign to students and alumni, any measurable accomplishment? Did you get more performances out of it or raise more money?

1:31:39

Candidate: We raised money and so that was the revenue increase. We raised about $8,000 to $12,000 more and so it sounded better as a percentage. But when you're self funded group that's a lot. I guess you can say indirectly raised money by reducing the cost that we had already going. So it was actually just doing some research on alternative printers and instead of doing it on campus I found a different printer in

Elmira, New York that could do it cheaper. The importance sometimes is the presentation and so the quality of the paper and that sort of stuff.

Victor: Okay. What is there term when you do logos? Identity packages? What's the right term?

Candidate: Yeah identity package and I do graphic design on the side and that's what I call it.

Victor: Great. I'm going to put logos because people who buy identity packages know what an identity package is and those who don't buy identity packages don't always but everyone knows what a logo is so I'm going to put logo on here.

Candidate: Yes.

Victor: So launching community outreach to students and alums, cool. Does that work?

Candidate: That works very well.

Victor: Okay. So the last 2 and I'm wondering about the redundancy thing. Does anything happen significantly in these last 2 experiences that is not covered above?

1:33:57

Candidate: Definitely not with the A&M, Texas A&M. the only thing that I can think about with DEMIDEC Corporation was that I was writing material for students so they could learn from it. I don't know if report writing or technical writing and so taking material and in this case it was the music section for the DEMIDEC or the decathlon topics and rewriting what had been released by the associations, which is always so formal in ways that the students could learn from it but also creating workbooks and things where they actually had to do work, fill them in and crosswords. You remember workbooks in high school right?

Victor: I try not to but yes.

Candidate: Well somebody had to write them.

Victor: Okay it makes sense.

Candidate: So I don't know if that captures anything.

Victor: Yeah I think so and let's put it in and we can always cut it out later. So DEMIDEC is Academic Decathlon? What is DEMIDEC?

Candidate: DEMIDEC is actually, I guess you can say they're 3rd party so Academic Decathlon issues the material and DEMIDEC is like the Microsoft of the

Academic Decathlon field where they provide you tools so you can make better use of the material out there.

Victor: Okay so produces training materials for Academic Decathlon students. Is that right?

Candidate: Yes that's it.

Victor: Are they the leader?

Candidate: At the time they were the only one and I actually haven't looked into it recently but…

Victor: Okay cool. What did you write, just one of the workbooks?

1:36:07

Candidate: I did all the music workbooks and not just the workbooks but resources. So vocabulary books, a little more history than what was being given, context and I also helped write the analysis I guess. Like each year they choose, I guess, genres or historical time periods and so they would have to listen to it and be able to analyze a piece of music.

So what I would do is I would write questions based on it to be like, listen to this piece and okay what does this part represent about the Baroque era? What does this part represent about this type of theory? How does this one support or how is it different?

Victor: Okay.

Candidate: And then the answer guides which are sometimes harder than the actual questions.

Victor: Right okay. In these workbooks, did you write anything that taught this or this was just practice materials essentially?

Candidate: I would say it's a bit of both but mostly practice. I did write and I think I translated it because sometimes it gets lost in the jargon and kids don't…it's always classical and never like rock history. So since I had a music background and I took music history classes I translated it and put it in context.

Victor: It's high school or collegiate students?

Candidate: It's high school.

1:37:58

Victor: So wrote facts for music yeah I think it's a translation skill.

Candidate: That sounds right.

Victor: Okay so let's drop that and now okay so that was your publication and this was the Cornell publication right?

Candidate: Correct.

Victor: Okay. We have that and the SRA awards how often are those given?

Candidate: Not frequently because they always have to go through HR. I think the team ones I gave credit to teams when there was more than one of us and that was on the team. But I actually, one of my co-workers have gotten 2 in the same time period that I've been there. So I think this might reemphasize the super star idea.

1:39:58

Victor: We might have space for it, so receives 5 special recognition, 5 individual and team awards given and so we need some level of frequency here. How do we explain that the awards aren't given out every day?

Candidate: I can probably find out and if I put it under "x" % and then put in there the frequency factor.

Victor: Perfect so let's do that. So we don't really care about the actual award in most cases and so we'll toss that out. Then skills so skills we typically don't need them unless we're trying to round out your profile in a certain way.

Candidate: And these are kind of captured above.

Victor: Yeah so we're running a little light on space, so I would rather get the publication in there.

Candidate: Yeah.

Victor: And we have the photography and the visual basic in there, you already mentioned Statistica and so we don't need that. The lab stuff they won't care about. Any hobbies that you haven't covered yet?

Candidate: My photography and graphic design, which I happen to do on the side as side businesses.

Victor: Right and we have that.

1:42:00

Candidate: No camping but you know that's about it and music.

Victor: Yeah it's already in there.

Candidate: In one way or another my hobbies have already worked their way in there.

Victor: Yes so we have that all in there and let's delete this. Then back up here let's see…

Candidate: I can reword the citation just by looking up a different format and that way you don't have to have the whole article in there. Then that would make it shorter.

Victor: Okay. The general rule is most impressive stuff up top and all important numbers to the left and then if you can shorten the citation that would be great. I think just so we can get it on one page I'm going to cheat like I did in high school here. I'm going to change the margins a little.

There we go perfect! So let's do this and let's do a side by side comparison and take a look.

Candidate: I have one question; I had that blurb at the top before. If I'm bilingual do we want to put that in there?

Victor: Yes! Yeah! Yes, yes I noticed it before I forgot to put it in there. So languages just Spanish and are you fluent?

1:44:08

Candidate: Yes it's my native language.

Victor: Great. I would say and this is more for others who would be learning from this, if the city names and let's say all your summer experiences were in Mexico, for example, then you'd want to say it in English too. But here your whole history is in the US so it is sort of assumed that you are…

Candidate: That you're fluent in English?

Victor: Yes and I had a resume where the person's experiences were…some experiences were overseas so there was a question of the language fluency so we had to be specific about that. I'll say other languages, there we go perfect.

Okay so we still have to worry about the GPA thing but I think we should tackle it head on rather than hide it. And we have the grants, big company, top 2%, revenues, the big investments by clients, labor cost savings, process improvement, self teaching ability, cross functional team, data scrubbing analysis, mentorship

and again reviews and you can probably cut out this line and just explain it verbally if someone asks because you have the top 2% there.

Candidate: Okay.

Victor: And if you're ever tight on space you might toss out the 5 awards but I think you have enough space to leave it in there.

Candidate: Okay.

Victor: So staff photographer okay so you have different subjects and different kinds of people and that's interesting and you might clean that up a little bit. Research assistant and citations that's cool. Fundraising and so I think you got the graphic design, the writing, the science, the math, the quantitative and the people skills.

I'm just looking back here at our criteria. I would have…so you definitely have the Ivy, your scores I think you are probably in the 90th percentile on the GRE and I would have to look up the table.

1:46:13

Candidate: Yeah I have it and it's filed away but I think it was like 88 or 90 somewhere in that vicinity, so I have that filed away.

Victor: Great and that's sort of your end range. Usually like 95% is like a no brainer and it's enough and a 90 we would look at everything else. But the fact that you've essentially done science for many years that is a good indicator. So the GPA I would have a question mark on and if the GPA thing is here and the rest of the resume was sort of just average, then I probably wouldn't select the resume for an Victor. If the GPA is a bit of a question mark but you hit everything else really well, then I would say okay let's go meet the person in person to see what they're really about.

I think the rest of this, as it is currently written, sort of offsets this enough that they will take a chance and interview you. Whereas, I think if you had this GPA plus in this description here on this side, the original, I don't think you would get it. It doesn't bring out the important points.

Candidate: That makes sense.

Victor: I think you are probably half a point there and then on the work, I would probably rate it 4 to 4 ½ and so you're right there on the threshold. I think if you write a real strong cover letter bringing out these points I think you have a decent shot at it. But the GPA and particularly if you explain away the GPA in the cover letter then yes so it's like okay that sounds reasonable. We might want to verify it later

but it seems plausible and particularly if this were like…if this were truly a 3.8 GPA when you were healthy okay that's fine.

1:48:16

And you may not want to disclose your medical but if you did and it was obviously very significant then you would get a little bit of a sympathy vote. But again that's not something you necessarily want to do but I just laid it out as an option.

Candidate: Okay.

Victor: Any questions before we wrap up or anything you want to add?

Candidate: No actually this looks great. When I go ahead and do the cover letter and I submit it typically I know that and I didn't realize this and this is actually something I recently become very interested in is that there are recruiting seasons.

Victor: Yes!!

Candidate: So if I'm applying and they have already filled the positions then is there a difference between: a hey we would like to talk to you but we don't have positions right now? or we're just flat out rejecting you? Or do the letters look the same?

Victor: That's a good question and let me think about it. So for experienced hires it tends to be a bit more of a rolling process. What ends up happening is if they really like your background and interview you, they might opt to grant you the offer but not have you start until the next season.

For example, I had somebody who they were recruiting, they were an experienced hire and they were recruiting probably I don't January or February I guess, which is a little later rather than relative to on campus recruiting. They said great we liked you but we're going to start you in September with the rest of the class because all the training is set up during those times.

1:50:03

If you're going after a smaller firm, then they tend to hire less around seasons and more around as they need them, so they are not as seasonally oriented typically but basically if they like you they will either tell you to reapply or tell you we received your resume but we're not actually looking right now but we will actively be looking in 6 months. So you're already in the pile of resumes that will be considered in 6 months.

So they usually give you some kind of indicator. I think with your background, as long as you can explain away the GPA piece and the other GPA is sufficiently good enough then I think you'll either be considered or be in the pile that is considered later on based on their scheduling.

Candidate: Okay. That is good to know thank you so much.

Victor: Oh you're quite welcome.